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INSCOM JOURNAL



- ❑ 527th MI Battalion (Ops) Reorganizes
- ❑ INSCOM 1992 Retention NCO
- ❑ INSCOM Adopt-A-School
- ❑ 470th MI Brigade -- Ambassadors of Goodwill



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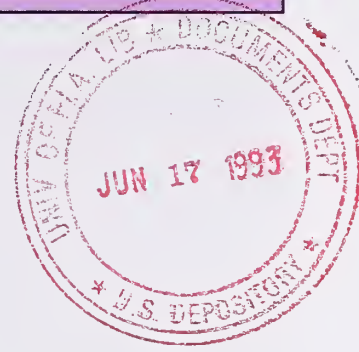
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Cover Photo: Staff Sgt. Cheryl M. Black-Bureau, 204th Military Intelligence Battalion, 66th Military Intelligence Brigade, INSCOM 1992 Retention NCO (U. S. Army Photo).

Warrant Officers Warrant Attention



by CW05 Julian W. Davis

If you were to label the Army Warrant Officer Corps the technical backbone of the Army, you'd be close to the mark.

These highly-trained and specialized men and women have traditionally honed their skills into a dependable resource for the Total Army. And it's a resource that requires at least the same level of managerial attention enjoyed by the Commissioned Officer Corps.

To offer less attention not only weakens the warrant officer self image but also serves to diminish the Corps' contribution to the Army's overall manpower pool.

As personnel staffer CWO4 William C. Oldroyd puts it, the system for managing the Warrant Officer Corps is like a recipe for dessert: the more you improve the recipe, the more everybody likes the end result.

In the case of the Warrant Officer Corps, the improvements are coming gradually but methodically. Proceeding from an in-depth study of what needed to be done (and undone), officials in the Army's Office of the Deputy Chief of Staff for Personnel have come up with two ingredients for improving the recipe: the recently enacted Warrant Officer Management Act and the Warrant Officer Leader Development Action Plan.

DCSPER officials view the Act and the Plan as key tools for bringing the Warrant Officer Corps into the 21st century, the first more closely aligns the Warrant Management System with that which governs commissioned officers — the Defense Officer Personnel Management Act. The second, says Oldroyd, "seeks to prepare warrant officers for their special leader-technician role in the Army of the future."

Since today's — and tomorrow's — Total Army is expected to rely heavily on expanding technologies, the warrant role takes on added importance. So the Warrant Officer Corps' recipe for success understandably lies in its being managed with modern theory and modern practice.

Nothing less should be expected in our support of these thousands of soldiers who are helping keep the Army on its technical and tactical toes. ✱

(CW05 Julian W. Davis heads the Warrant Officer Division of the U.S. Total Army Personnel Command.)

**CHIEF
WARRANT
OFFICER
(W-5)**



**CHIEF
WARRANT
OFFICER
(W-4)**



**CHIEF
WARRANT
OFFICER
(W-3)**



**CHIEF
WARRANT
OFFICER
(W-2)**



**WARRANT
OFFICER
(W-1)**



Reserve Assumes Greater Role

Maj. Gen. Charles F. Scanlon

While the changes sweeping the Army today are dramatic, they can also present opportunities for improvements in a number of areas — for example, support to the Army and INSCOM through Reserve Components.

INSCOM has always been a leader in integrating Reserve Component (RC) units and soldiers into its mission. Now, with so much change on the horizon, the Reserve will assume an even greater importance. As the Total Army decreases in size, the Reserve Force must take on a posture of increased flexibility. By designing INSCOM's Reserve Force to address these evolving circumstances, we can achieve better support for peacetime, contingency and global crisis operations. We can achieve this goal of increased RC support in several ways.

By exploring and exploiting technological advances in communications and improved automation connectivity, the Reserve can organize and operate with greater flexibility and timeliness. With both Active and Reserve INSCOM elements integrated into the defense intelligence global telecommunications architecture, Reserve units will be able to enter the same secure automated communications networks their Active Component counterparts use, enabling both components to work in concert with one another, interacting on a regular basis.

Reserve military intelligence (MI) centers and sub-centers will provide the sensitive compartmented information facilities (SCIF) and house the necessary automation equipment, making them genuine operations centers. Reserve MI units and individual soldiers will be able to report to these centers for their traditional week-end drills and annual training, and also be able to perform other duties at the centers in support of INSCOM requirements.

In the event of a call-up, the Reserve MI Center would function as a mobilization station as well as a fully operational duty station — offering advantages such as reduced administrative overhead, less encumbered transportation lines of communications, and most importantly, immediate contributions to the production mission by RC intelligence soldiers being mobilized.

This is INSCOM's vision of tomorrow's Reserve Component — and the infrastructure for the Reserve MI centers already exists.



Five RC Regional Training Sites for Intelligence (RTSI) — at Fort Dix, N.J., Fort Sheridan, Ill., Fort Gillem in Ga., Camp Bullis, Texas, and Hamilton Army Airfield, Calif. — are up and running. These RTSIs, currently being worked into the DSNET III system, provide SCIFs and a base for connectivity. Other Reserve sites that have or soon will have SCIFs and secure connectivity are the 1st MI Center in Phoenix, Ariz., and the 300th MI Brigade in Draper, Utah. Additionally, some Active Component sites, such as Fort Lewis, Wash., could be additional candidates for this interconnected system.

Better communications and connectivity mean that Reserve MI units can maintain cohesion over large geographic areas without having to come together physically. For example, a Reserve MI detachment at a sub-center in Pocatello, Idaho, could have instant and sustained interaction with companion units at Fort Lewis, Wash.

Based on this connectivity, these Reserve MI units can be organized into building blocks. The Standard Table of Organization and Equipment and the Table of Distribution and Allowance Force Structure will still apply to the Reserve, but we'll be able to break down standardized units into detachments. These detachments would function as independent elements or have the capability of being re-assembled into larger units, with mission needs determining appropriate configurations. In the past, the larger Reserve unit often had to be activated to capture the skills of just one of its subordinate elements. The building-block system avoids this situation and offers flexibility of organization and timeliness of response vital during future contingencies.

Imagination and initiative are force multipliers, paramount to creative solutions demanded by the challenges of our changing environment. The Military Intelligence RCs are essential to INSCOM's vision of the future, and will be poised to meet these challenges. *Mission First, People Always!* ✱

Extended Family Benefits Often Overlooked

CSM Raymond McKnight



"Caring" is a cornerstone of today's Army. It is a standard proudly displayed in our extended Army family of soldiers, civilians, and family members. As I travel to INSCOM units worldwide, I experience examples of the extended Army family caring for each other. Unfortunately, we often tend to overlook the caring efforts of others. The following article was written by Sgt. T. K. Gilmore. She is assigned to the 701st Military Intelligence Brigade Public Affairs Office. I believe her article emphasizes the Army is a family we often take for granted and that sensitivity to soldiers and their needs is truly an admirable quality befitting today's soldier.

"Have you ever gotten yourself in the position where you need some help but you don't know anyone?"

It happened recently, when I made a trip to the U.S. Hospital in Nuremberg. I was in unfamiliar territory with unfamiliar people. There was one factor that was of comfort; I was near a military community; part of my extended family remained close.

My car lights were on when I parked but talking to my daughter about her appointment, I was not paying attention when I walked away from my vehicle. I left the lights on for the next two hours as we went about our business within the hospital. When I returned to my car there was not the slightest click heard as the key turned in the ignition. We returned to the hospital front desk.

The soldiers manning the desk were friendly and attempted to get assistance by calling the motor pool. The motor pool was understaffed and could not assist. The soldiers then asked some of their coworkers if they had their POVs and did they know who might have jumper cables. No luck.

My daughter looked worried as she realized our situation. I put my arm around her and said, with unquestionable

confidence, 'I'm a soldier, honey, and we are around soldiers; we take care of each other.'

My next stop was at the command office in the hospital. A major was working alone in the office. I told him about my difficult situation. He quickly got on the phone and began calling some of his fellow officers to locate someone with jumper cables. In less than 10 minutes he had located a fellow major who was willing to meet me immediately and assist me.

I thanked the major who made the call and he just said, 'no problem.' I stepped in front of him, shook his hand and said, 'No, I mean really thank you.' He smiled as though he realized I was truly thankful. He then gave me directions to where I should meet a Major Williams who was going to assist me. Again, once my car was running this other major was satisfied with a simple 'thank you' as though he had done nothing.

'I told my daughter that soldiers take care of soldiers,' I explained, 'You have helped me out of a very difficult situation and I can't thank you enough' I emphasized. 'It's not a problem,' he said as he hopped into his car and left.

For a soldier who found herself in this predicament and as a mother who left no doubt in her daughter's mind that assistance was near, these fellow soldiers were able to fulfill my trust and confidence as well as that of my daughter. To me, it is something to brag about. We are an extended family just in the fact that we belong to the U.S. Army. Sometimes we might forget that, and it is too important to be forgotten. During these times of difficulty and question in our military future, we ought to remember what this line of work is all about. The list of benefits doesn't include only that which we can put our hands on; it includes much more." ✻

501st MI Soldiers Win Big In Writing Competition

Submitted by the 501st MI Brigade

This year, at the Annual Yonsei University Foreigner's Korean Writing Competition in Seoul, Korea, several soldiers from the 501st MI Brigade were recognized for outstanding achievement.

The 3rd MI Battalion's Sgt. Dan Graham was the big winner for the Brigade. His essay, with a theme that compared western and Korean concepts of love, earned him first place in the essay competition and second place, overall. For his exceptional achievement, Sgt. Graham was awarded a trophy, the Yonsei University's President's Award, and a cash prize of 400,000 won (\$500).

Spec. John Ralston, also from the 3rd MI Battalion, wrote an essay highlighting his life as an American soldier in Korea and the importance of Korean unification. This essay earned Spec. Ralston a fifth place finish, for which he was awarded a trophy, the Yonsei University Language Center Director's Award, and a cash prize of 100,000 won, equivalent to \$125.

SSgt. William Johnson from HHC, 501st MI Brigade (assigned to SUSLAK) captured sixth place in the essay competition by describing how Korean culture and society have molded his opinions of Korea and how Koreans relate to the international community. Johnson was awarded a trophy, a gift of celadon pottery, and the President's Award for the Society of Korean Language Refinement.

The competition took place on Sept. 9th at the Toksu Palace in downtown Seoul. The approximately 200 competitors sat in an area where past kings would assemble their courts. Seated directly in front of the king's throne, like Confucian scholars of old days, the competitors were given 90 minutes to write either an essay or

a poem in Korean on the topic "Korea and Me."

"There were people from all over the world in the competition—Korean-Japanese, Korean-Americans, Russians, Chinese and even Libyans," said Sgt. Graham.

With such stiff competition, Sgt. Graham was asked if he was surprised he took first prize.

"Oh, yes, definitely! The second generation Koreans had a huge advantage over the non-native speakers. I guess I just chose a real good topic." Graham wrote an essay on "naerisarang" which roughly translates to the western idea of unconditional love from older towards younger members of a family.

"The naerisarang concept doesn't exist in the English language," said Sgt. Graham. He decided to write on concepts and ideas which he learned from living in Korea that don't exist in the American culture.

Following his achievement, Sgt. Graham was asked to appear on a popular Korean talk show called "Sae Sang Sa Neun Iyaggi" or "Story of a Living Life" on MBC (Culture Broadcasting Company). The talk show is one in which common people are interviewed about the struggles in everyday life. The host asked Sgt. Graham several personal questions about his life, his marriage to his Korean wife, differences between Korean and American women,



and his feelings on living in Korea.

September 9th is a very proud day for Koreans as they celebrate the origination of their written alphabet, Hangul. Prior to Hangul, Koreans used Chinese characters for their written means of communication. Because of the difficulty in memorizing Chinese characters, common people were often not able to read and write. Korean history establishes the creation of Hangul during the 15th century under the rule of King Se Jong, who is credited with the conception of a phonetic alphabet which allowed all the people of this nation to read and write.

This year's competition saw 501st MI Brigade soldiers competing with over 200 linguists in international language competition. The brigade was honored with 30 percent of the awards presented during the competition. This showing underscores the special emphasis by the 501st MI Brigade on linguistic excellence as well as the personal dedication by the linguists to improve their individual language proficiency. ✻

527th MI Bn. (Ops) Reorganizes With New Mission in Augsburg

By Staff Sgt. Lisa M. Hunter

The 527th Military Intelligence Battalion (Operations) officially joined the Augsburg community Oct. 16, 1992, with a reorganization ceremony held on Sheridan Kaserne.

During the ceremony, Lt. Col. Dennis P. Treece accepted the unit's guidon from Brigade Commander Col. Terrance M. Ford to officially reorganize the battalion.

As part of the reorganization, the battalion has a new mission, as well as new home. Formerly, the 527th MI Battalion was a counterintelligence unit based in Kaiserslautern. The battalion moved to Augsburg in July, according to 527th MI Battalion's Command Sgt. Maj. Charles F. Frey.

As an operations battalion, the 527th is responsible for supplying military intelligence information to echelon-above-corps units, Frey said. "We are the link between echelon-above-corps units and the fighting units in the field," he said.

The battalion has drawn personnel from the former 527th MI Battalion (CI), the 66th MI Brigade and from the Deputy Chief of Staff for Intelligence (DCSINT). In addition, others, such as Frey, were reassigned from the United States. Presently, the battalion has approximately 55 percent of their end strength.

While the battalion has just recently officially reorganized and is operating at nearly half-strength, the 527th soldiers are already carrying out their mission. In fact, the battalion's soldiers have already participated in three exercises, including Dragon Hammer and REFORGER (Return

of Forces to Germany).

Already four of the five companies, including the Headquarters Services Company, are operational. All four were activated during the reorganization ceremony.

The Headquarters Services Company includes the battalion staff and all vehicle, communications and electronics maintenance personnel for the battalion.

Company A serves as the United States Army Europe (USAREUR) Combat Intelligence Readiness Facility base at Gablingen which provides all source intelligence to the theater Army components.

Company B operates the U.S. Army Europe Imagery Exploitation System that provides imagery support to the UCIRF and theater Army components.

Company C, based in England, operates the Joint Military Intelligence Support Element that provides Army Intelligence support to the theater commander through the Joint Analysis Center.

The 527th will activate Company D, a communications and automated data processing support for the 527th, as well as significant portions of the 66th MI Brigade.

The battalion is also headquarters to Corps Military Intelligence Support Element, a seven-member activity in Frankfurt that supports V Corps.

The battalion also supports DCSINT in Heidelberg with a 22-member element, according to Maj. James McCarl, 527th Battalion executive officer.

For the 527th soldiers, being a member of a fledgling battalion with only 55

percent of its members, has been a unique challenge, according to Frey.

"The soldiers aren't only responsible for their own mission," said Frey. "With such a small staff, every person is wearing more than one hat. They each have more than one mission.

"We are literally starting this battalion from scratch, which means we have to do all those things that other units take for granted, like writing policy letters and establishing (standard operating procedures)," Frey explained.

"I like it because we can set our own policies. We don't have to change attitudes or change the way 'the old commander did business,'" he said. The challenge of establishing a new battalion hasn't ruffled the newly-assigned 527th soldiers. Neither has the shrinking of services and facilities in the Augsburg community shaken the newest members of the brigade.

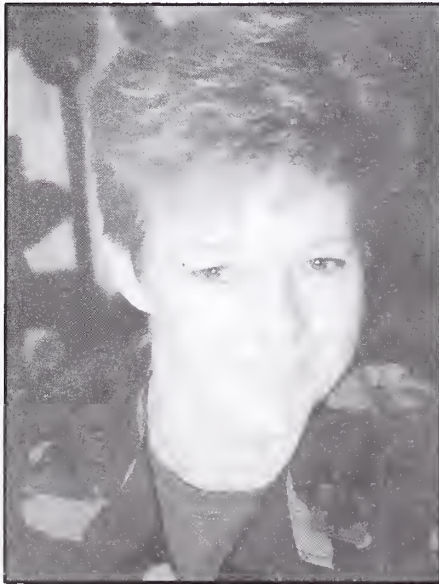
"Soldiers are used to movement," Frey said. "We still have (Morale, Welfare and Recreation) facilities, the PX and quarters readily available here." Now, less than a month after the 527th reorganization, the battalion's soldiers have settled into their new home and are accomplishing the missions.

In fact, Frey is already planning Soldier and NCO of the Quarter boards in hopes that 527th soldiers will be formidable competition at the Brigade soldier and NCO boards. ✱

Staff Sgt. Hunter is the Public Affairs NCO and editor of "The Dagger," 66th MI Brigade, Augsburg, Germany.

Coming to Closure

Americans Leaving Sinop Have Some Departing Thoughts



Capt. Denise Gesner, Command Group:
"The shopping excursions for brass and copper, and the trips to Samsun to the Russian market."



Spec. Christa Lacy, DOL: *"I'll remember the boredom with nothing to do, and all the different personalities I encountered here."*

By Gary A. Jones

Another chapter in the history of the U.S. Army Field Station Sinop, Turkey, came to a close Nov. 16, 1992, when Operations Company furled its colors and was inactivated.

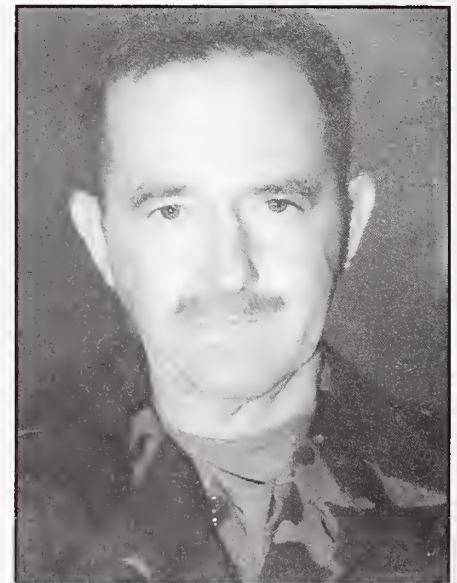
The ceremony, held at the installation's gymnasium, was attended by American and Turkish soldiers. The Hill, or "Sunny Sinop," the term soldiers commonly use in referring to the field station, has played host to many Americans throughout the years. And now with their imminent withdrawal from this base, Sinop will become another memory in the minds of those who have had the pleasure of serving here.

If there's one thing that can be said about Sinop, it's the memories it leaves with you. In this isolated, but not so desolate place, memories are abundant. To some soldiers, it may be the food, the culture, the people, or the fun run to the point; while to others, the hypnotic view of the sun rising or setting over the Black Sea may form that everlasting impression.

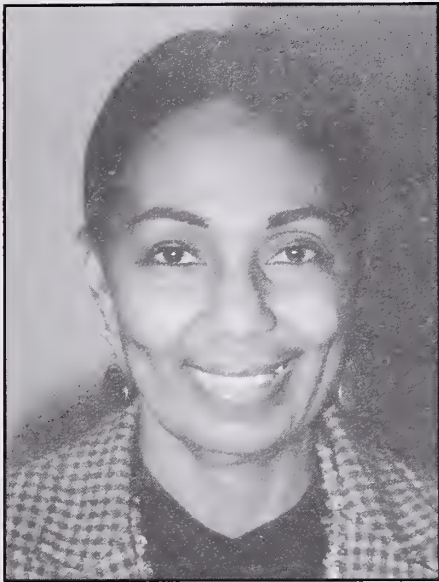
A tour of duty here can be described as exciting, eventful and boring, all in the same breath, yet for whatever the reason, "Sunny Sinop" will always remain in the minds of those who have been stationed here.

On these pages are some parting thoughts on what will be remembered the most about Sinop. ❀

Gary A. Jones is the former editor of *Synopsis*, Field Station Sinop, Turkey.



Sgt. Maj. Gary Anderson, UFAFS
Command Sergeant Major:
"Going from 800 soldiers down to none and the work they did. Also, all sections pulling together and the concern the soldiers and NCOs have for each other in getting the job done."



Lilie Sullivan, DoD civilian:
*"The beauty of the location up on the hill,
 and watching the sun come up over the
 Black Sea."*



PFC Scott Lamarca, PSC:
*"Probably the food. I didn't like the food,
 so I will remember it the most."*



Sgt. Grace Budd, Command Group:
*"The beautiful scenic views of Sinop at
 night, and the fun runs out to the point.
 I enjoyed it."*



Sgt. 1st Class Janet Frame, MWR:
*"The property. I'm buried in equipment and
 ready to go home."*



2nd Lt. Sal Silvester, DRM:
"Really not much."

MI Battalion (Low Intensity) Awarded Joint Meritorious Unit Award

The MI Battalion (LI) was honored recently with the announcement of the award of the Joint Meritorious Unit Award (JMUA). The commander of Joint Task Force Four made the announcement in a message to the Battalion and other recipients. All members of Headquarters Service Company, Headquarters Service Detachment, Company A and Company C assigned during the period April 6, 1991, through April 30, 1992, are authorized to wear the JMUA ribbon.

The citation for the award states that Joint Task Force Four and its assigned units distinguished themselves by exceptionally meritorious service from April 6, 1991, to April 30, 1992, by fulfilling Department of Defense counter-drug obligations within the United States Atlantic Command area of responsibility. Utilizing the skills, determination, experience, and indi-

vidual motivation of thousands of multi-service personnel, Joint Task Force Four rose to a high plateau of inter-operability and force effectiveness.

Joint Task Force Four set new standards in establishing excellent coordination and communication links between agencies of the Department of Defense, law enforcement community and foreign governments, eliciting superior cooperation and improving the timely flow of vital information.

Assigned units maintained the highest peacetime operational tempo in our nation's history, collectively directly responsible for detecting and monitoring activities which led to the ultimate interdiction of over 70 tons of contraband. By their exemplary performance of duty and major contributions to national objectives, the members of Joint Task Force Four and assigned units brought great

credit upon themselves and the Department of Defense.

For members of Company A, this is the second award (First Oak Leaf Cluster) of this prestigious recognition. All personnel assigned to the four MI Battalion (LI) companies included in the award may wear the JMUA ribbon now. Authority for award, and adjustment to individual Military Personnel Records Jacket and DA Form 2-1 is CJTF Four message 161500Z July 1991, Subject: Award of the JMUA to JTF Four.

Personnel having questions about eligibility or verification of the award should contact the MI BN (LI) Adjutant via telephone at commercial (407) 623-3500 or DSN 791-3500; or, in writing, to the Commander, MI BN (LI), 4215 Airtrade Street, Orlando, Florida, 32827. ✱



"Proud, Professional, Prepared"

ARMED FORCES DAY
MAY 15, 1993

INSCOM Picks Top Retention NCO

By Ellen Camner

SSgt. Cheryl M. Black-Bureau of the 204th Military Intelligence Battalion, 66th MI Brigade, Augsburg, Germany, is INSCOM's 1992 Retention NCO.

Since joining the 204th MI Battalion, Black-Bureau revitalized and strengthened the retention program throughout the battalion. Proactive, informed and possessing a wealth of experience, she earned plaudits of the 66th and INSCOM inspectors for her efforts to advise and assist NCOs.

Upon arrival at the 204th, she thoroughly assessed the battalion retention program and took positive actions to refine it. She initiated training for the battalion leadership through officer professional development and retention training for enlisted soldiers.

In endorsing Black-Bureau for selection as the Secretary of the Army's Retention NCO of the Year, INSCOM Commander Maj. Gen. Charles F. Scanlon highlighted her sterling qualities:

"Since her arrival in April 1992, SSgt. Black-Bureau's retention accomplishments are 100 percent of the battalion mission. A soldier with impeccable military bearing, she is a noncommissioned officer who is dedicated to the mission and the soldiers she serves."

Lt. Col. Keith B. Alexander, 204th commander, describes Black-Bureau as an "ever-present force among the soldiers. They routinely seek her advice and assistance and have clearly benefited since her assignment to the unit. She has been extremely proactive and ensures soldiers are kept abreast of the many changes taking place, thereby reducing the uncertainty confronting them.

"In my view, SSgt. Black-Bureau has personally made significant strides towards accomplishing INSCOM's top two objectives for 1992: maintaining

the edge and caring for INSCOM soldiers," Alexander said.

Black-Bureau addresses one of the challenges that lie ahead for the retention program:

"Because of the downsizing and movement toward a smaller force, we don't sell the options to soldiers anymore, so it's important to stress to them that there is still a place for them if you are a top performer," Black-Bureau said. "This is one of the challenges ahead in the retention arena — making sure soldiers don't receive mixed signals."

She feels the Army has a good retention program, but highlights one area that calls for change:

"Soldiers are given a worksheet which lists a number of options they may be eligible to receive. There are 11 options, including, as an example, assignment of choice. This can be deceptive because, while you're discussing the sheet, by the time you go to the computer, the option is often gone — another unit was quicker on the draw. This can be disappointing to a soldier. Today, we're selling the Army, not options." She gives Hawaii as an example of one of the locations offered that can give a soldier false encouragement.

"It's really a good program, though," Black-Bureau said, "and I think it conveys to the soldier that the Army is still looking for top performers in a system that provides security and takes care of a soldier's basic needs — good pay, medical and health care, and so on."

Going before the board obviously means soldiers really have to know what they're talking about and to have had strong support throughout NCO channels. Black-Bureau was selected as number one NCO before the INSCOM selection board last November. INSCOM



SSgt. Cheryl M. Black-Bureau,
INSCOM's 1992 Retention NCO

Command Sgt. Maj. Raymond McKnight, who was president of the board, speaks to the caliber of the soldiers interviewed and of Black-Bureau:

"Board members all had a lot of pride in the caliber of the fine soldiers we interviewed," McKnight says.

"SSgt. Black-Bureau stood out as a top performer. Her range of knowledge and ability to articulate that knowledge were impressive, but, of course, it's never easy to make a selection from among such an outstanding group of soldiers."

Black-Bureau has gone before the Secretary of the Army Board for NCO of the Year at the Department of Army level competition. The results will be known in the spring of 1993 when the Secretary of the Army announces the winners.

She said she is excited about the opportunity to compete at the DA level. "But competition is stiff, so I'll just do my best and hope for the best." ❀

INSCOM Goes Back to School

By Ellen Camner

Since when was it ever easy to stand before an entire school, with all the teachers looking on? On February 26, Col. William M. Robeson, INSCOM's Chief of Staff, stood before students and teachers at Markham Elementary School, Fort Belvoir, Va., to kick off INSCOM Headquarters' "Adopt-A-School" Program. Adopting a school is an important community relations effort by our Headquarters to help the students at a local elementary school. The idea behind the program is to forge an active and mutually beneficial partnership in education to assist both students and teachers.

It's a unique and rewarding opportunity open to INSCOM military and civilian members to volunteer by sharing their talents and skills: tutoring and mentoring one-on-one, offering administrative support, helping build a financial assistance program, and even creating a publishing center at the school, as examples. The extensive resources of this command are made available to these young people, in kindergarten through third grade.

The architects of the command's Adopt-A-School Program, Ivory C. Roberts, INSCOM's Education Manager, and Mary E. Mleziva, Counselor for Markham Elementary, received some "divine inspiration" when they met two years ago at an event at Fort Belvoir.

"Ivory and I met two years ago at a function on post," said Mleziva. "We happened to sit together. We have very similar backgrounds in aspects of social work. We began discussing some kind of participation to tie INSCOM together with the school here on post."

"We have all this experience and personnel," Roberts stressed in the course

of their conversation. "There must be something we can do for the kids here on post."

Something clicked, like a light bulb turned on in a darkened room. The two put their heads together and embarked on a plan by which INSCOM could be helpful to the students and teachers.

"We both said, 'It's a fit,'" Roberts said. "Fort Belvoir is using our plan as a model for the rest of the Adopt-A-School partners. Col. Robeson made sure we had a well-planned program, and we're looking forward to implementing it and getting the INSCOM people here."

"You are truly doing God's work," Robeson told the teachers and INSCOM volunteers assembled at the school. "We must reach out to our community and help the system educate our children. Those of us in the military see the product of education. I have seen the quality of the soldiers coming to us continue to improve, and I see a long and mutually beneficial association. The soldiers and civilians at INSCOM want to be partners in working with our nation's greatest resource — the children."

Robeson presented Markham School's principal, Dr. Robert F. Sisson, with a check for \$500, representing the proceeds from a bake sale held at INSCOM headquarters. "The folks who come forward to work with you I guarantee to be first-class people," Robeson said.

He presented a plaque to 7-year-old Michael Driggers, whose idea "Save Our School" was selected as the school's slogan. The young author, whose stage presence was equal to the level of a presidential debate, explained what his slogan

meant, simply and to the point:

"It means sometimes you need more money or something bad will happen."

The INSCOM Chief of Staff put out a challenge to the school staff:

"I want you all to follow Michael's example. I ask that you use your intellectual capacity to challenge the superb folks at the Intelligence and Security Command to do God's work."

Markham Elementary School is a "special needs" school where there is a high turnover. Most families are headed by enlisted soldiers between the ages of 25 and 30, meaning that most of the 350 students in this Fairfax County, Va., school are children of military families.

Federal regulations dictate that classrooms in Markham be smaller than most elementary schools, because it is a special needs school and must meet certain criteria. These criteria include, among others, the average income of the families, how many students are on free and reduced cost lunches in school, and how mobile the children are. Children are targeted in the traditional classroom setting as having special needs in writing, reading, math, and language arts. Mary Mleziva says the student turnover is so high that the school loses one-half of the kids during a school year.

"These are wonderful children who have a great future and a great support system," Sisson said. "And ours is a very special and fantastic instructional staff."

INSCOM people made a tour of the school including the library. Thanks to the generosity of various groups such as the Parent-Teacher Association, and the Fort Belvoir Civilian Personnel Office,



Architects of the Adopt-A-School Program, INSCOM's Ivory Roberts and Markham's Mary Mleziva, received some "divine inspiration" when they met two years ago and spearheaded the partnership in education.



Seven-year-old Michael Driggers receives a certificate from a friend, INSCOM's Chief of Staff, Col. William Robeson, for his winning slogan, "Save Our School."

Thrift Shop, Enlisted and Officers' Wives' Clubs, Markham can boast an impressive library and multimedia program for its students.

The library is fully automated. In the back of the library is a Compact Disk Read Only Memory (CD-ROM), a data storage medium for computers, for which there is a mammal encyclopedia, a Compton's *Children's Encyclopedia*, and the National Geographic program, "Presidents." Soon the school will have an atlas, now on order, for the CD-ROM. Throughout the school, there are four roving Macintosh CD-ROMs with books that the students can read on the computer, as well as having access to Macintosh software and books to read.

One of the third grade classrooms took part in KidsNet, a telecommunications program also through National Geographic, which the kids used this year to exchange letters with classrooms all over the world.

They wrote information about themselves and received information from other classrooms through the computer.

Patricia Belton-Bates, a second grade teacher, explained some of the student's special needs:

"We have a lot of children in need in different areas — not only academically, but someone to give them some attention, like a hug or to read them stories. They want that nurturing touch. Some need tutoring in reading and math, and teach-

ers need help on the computers. The kids go right to the computers and aren't at all intimidated by them like some grown-ups are. Last week, a little second-grader said, 'Mrs. Belton-Bates, why don't you just push *next*?'"

"At a time when our leaders are grappling with the many problems facing our country, here we are, re-energized by these children, our nation's future," Roberts said.

The bright and lively young people, whose school doors were open wide to welcome the INSCOM volunteers, entertained and sang a variety of songs including a Mexican piece, complete with hats and musical instruments. Their performance of "America the Beautiful" was accompanied by sign language.

The message from INSCOM Headquarters' adopted school comes across loud and clear: Save Our School.

As for INSCOM's response, equally clear: We're in your corner. ✿



Syraida Morales of INSCOM's Equal Employment Office, and 1st Lt. Kim Phelan, assistant SGS, get to know some of the kids at Markham School.

(All Photos by Rick Sanborn)

Foreign Military Studies Office Fills Intelligence Gap

By Rudi Williams

Ten educators gathered in a small basement office at Fort Leavenworth, Kan., in the fall of 1986 to ponder ways to study Soviet sources not covered by normal intelligence activities. Their goal was to "fill a research gap in U.S. understanding of Soviet military operations and tactics," said Army Col. David M. Glantz.

Based on their proposals, a Soviet Army Studies Office was formed in 1986. Glantz was a charter member. At the time, he was studying Soviet operations at the U.S. Army War College. The office used no classified information; rather, it culled information from Soviet newspapers, publications, field manuals and so on. There is no restriction on the material.

The office initially focused on the Soviet military, but with the breakup of the Soviet Union, its name and mission changed. Now the Foreign Military Studies Office, its staff researches, writes, lectures and publishes material about military establishments, doctrine, and operational and tactical practices of selected foreign armed forces.

Researchers also focus on international security issues such as counternarcotics missions. Today, all military services, DoD agencies, other government organizations, allied governments, academia and the private sector use their work, said Glantz, director of the Foreign Military Studies Office.

"Over the years, intelli-

gence agencies put most of their resources into collecting data, such as where the Soviet army was going in 1986 and where it was supposed to be going in the next few years," he said. "Intelligence people collect information, but because of a shortage of linguists and time, they can't read original

foreign language materials."

Glantz's research organization has blossomed, slowly expanding its reach around the globe. And it has gone beyond the narrow bounds of tactics and operations, he said. For example, he continued, as revolutionary changes emerged in the former Soviet Union under former President Mikhail S. Gorbachev the organization changed and now includes three elements:

- An element that studies Russia and the Commonwealth of Independent States;

- An element that embraces all European security questions, including those pertaining to Russia; and

- A Regional Military Studies Office, which is concerned with global aspects of low intensity conflict and special warfare.

The Regional Military Studies Office also focuses on Latin America. Formed on June 30, 1991, its research, analysis and production address insurgency and counterinsurgency approaches and operations; terrorism and drug trafficking; counterterrorist and counternarcotics forces and actions; security assistance; humanitarian assistance; and civil affairs programs.

The regional office also screens issues of international concern. "Counternarcotics, counterterrorism, religious fundamentalism, and the proliferation of nuclear and chemical weapons are central issues of global importance," Glantz said. "It turns out that those



Army Col. David M. Glantz and translator and editor, Harold Orenstein, pose with some publications they have authored on the former Soviet Union. Orenstein now works for NATO.

(Photo by Rudi Williams)

four issues taken together closely resemble what is called 'low intensity conflict.'

"We've always analyzed problems from a tactical to a strategic level and included military and political questions," said Glantz. "We also study air and sea questions because they form the necessary context for ground operations."

He said the initial mission was simple: study how the Soviet army prepared for and conducted war. This required researchers to collect every Soviet publication they could get their hands on, particularly Russian language journals, newspapers, books and magazines.

"We also plowed into previously classified Soviet archival material," said Glantz. "That got us heavily into World War II experience. Now, we have a massive library, probably the best in the West."

He said the office's most important task was reaching out to conduct discussions with Soviet military figures. "The talks were few in number, but we managed to join some academic exchanges," he noted.

As a result, Glantz became the first U.S. Army officer envoy to Moscow to discuss military topics with Soviet officials. To his surprise, the Soviets agreed to publish one of his articles in one of their military journals.

"That was a first," Glantz said proudly. "It became the nucleus of a long-term goal to develop closer contacts with Soviet figures. But it was a very painful, very slow process." He said studying the Soviets and how they approached the prevention of war got researchers into organizing and con-

ducting conferences on changes in Soviet attitudes.

"For instance," he said, "we kept track of the Gorbachev revolution as it slowly evolved. In 1989 and 1990, when the revolution became more than words and policy -- tearing down the Berlin Wall, clashes in the Warsaw Pact -- we adjusted quickly, anticipating change rather than reacting to it. Rather than reacting to threats defined for us by national authorities, we try to anticipate change and not be threatened by it."

The crumbling of the Soviet Union added another vital task. "Now it's important for us to provide the Commonwealth states with information, guidance and whatever assistance we can as they transform into democratic systems," said Glantz. "We've been working with informal, unofficial Soviet and Russian groups for some time on such things as European and Russian security questions. We went to Moscow in September 1991 and met with researchers at the Russian Academy of Science to discuss a variety of security and military questions."

Russian officials asked the U.S. military for help with such things as democratization of the army, interface between military and civilian education, the legal system and the legal rights of soldiers, Glantz said. "These are practical questions -- they're really starting from ground zero," he said. "They're trying to work their way through a mine field, trying to transform an army that has been a pillar of authoritarianism into an army that's a pillar of democracy. That's a difficult process."

European military studies experts

are focusing on Poland, Hungary and the Czech and Slovak republics. The former Yugoslavia is a high priority, said Glantz, because of the civil unrest and communal violence and its potential impact on European security. The office is also developing a network of contacts in Albania, Bulgaria and Rumania.

"We try to get our publications into the hands of everybody from the lowest-ranking enlisted person to the highest-ranking commissioned officer and to members of Congress," he emphasized.

Office members edit three academic journals that are published in London: *The Journal of Soviet Military Studies*, *The Journal of European Security* and *The Journal of Low Intensity Conflict and Law Enforcement*. There's a need for research organizations to address unforeseen key security issues that sometimes "pop up like mushrooms," Glantz said.

"For example," he continued, "ethnic conflicts in the Commonwealth of Independent States and elsewhere are probably the most important issues confronting the world today. Until recently, there was no real appreciation of how serious the situation is."

"Mutual understanding of a broader variety of unique security issues on the part of Western and former Warsaw Pact nations is essential for the creation and maintenance of future global peace," Glantz said. "Our mission is to facilitate that understanding." ❧

Rudi Williams is a writer with the American Forces Information Service, Alexandria, Va.

"Mutual understanding of a broader variety of unique security issues on the part of Western and former Warsaw Pact nations is essential for the creation and maintenance of future global peace. Our mission is to facilitate that understanding."

...Col. David M. Glantz

How DoD Draws Down the Military

The Army will absorb the largest cuts -- both in numbers and percentage.

By Jim Garamone

The military drawdown is not a process of just counting out 100,000 service members and saying good-bye.

The linchpin to DoD's drawdown is bringing the force to a lower level in a balanced fashion. "Balanced" is the key word. U.S. officials realize the world is still a dangerous place, and the United States must guard its worldwide interests.

While there is some discussion about how much the military will shrink, the reduction process remains the same.

DoD force management and personnel officials say they have three objectives with any drawdown. First, the U.S. military must remain capable. The U.S. military must be able to deter aggression and, if that fails, to fight and win.

Second, officials say any drawdown must be fair to service members — both those who stay and those who leave. Third, DoD must remain within fiscal constraints.

Officials believe they have been successful in drawing down military force structure.

"We're doing it with the right mix of programs," said Nicolai Timenes Jr., principal director, military manpower and personnel policy. "We're doing it fairly and with as few reductions in force as we can. And we're meeting our fiscal objectives."

Timenes said DoD is faced with the fact that each military service is different from the others. "The Marine (Corps) has a different mission and structure from the other services," he said. "They need more junior members — first-term enlistees.

"The Air Force doesn't have the

same numbers of junior people. They don't need as many first-term enlistees. They do need, however, more mid-level NCOs than the Marines. So the drawdown is tailored to the needs of the services."

The same is true for officers. The Air Force has more officers than the other services. The Air Force drawdown is tailored with that in mind.

Each service is affected differently. The Army will absorb the largest cuts — both in numbers and percentage. The Navy and Marine Corps have the smallest reductions. The Air Force is making the cuts most rapidly.

Force management officials separate the force into three segments: first-termers (up to six years in service), retirement eligible (those with more than 20 years) and those making the military a career (those with six to 20 years). More than half (51 percent) of the force has less than six years service. Retirement-eligible personnel make up 4 percent and careerists are 45 percent. DoD wants any future force to have approximately the same percentages. To draw down the force in a balanced manner, personnel must leave from all three segments.

Officials looked at several methods to meet drawdown requirements. One way of reducing the military could be to simply stop recruiting, but all services "grow" mid-level NCOs and officers. Therefore, if recruiting stops, somewhere down the road there would be no pool of officers and NCOs to draw from. Further stopping recruiting would mean a force that is more senior than the services need. This would not only be expensive but would cause problems

created by senior people having to perform duties normally associated with more junior people.

Another method would be to make an across-the-board cut in all grades and in all year groups. Officials said from a readiness standpoint, this is the best approach, but it isn't fair to careerists. "We would have to involuntarily separate about 180,000 careerists," Timenes said.

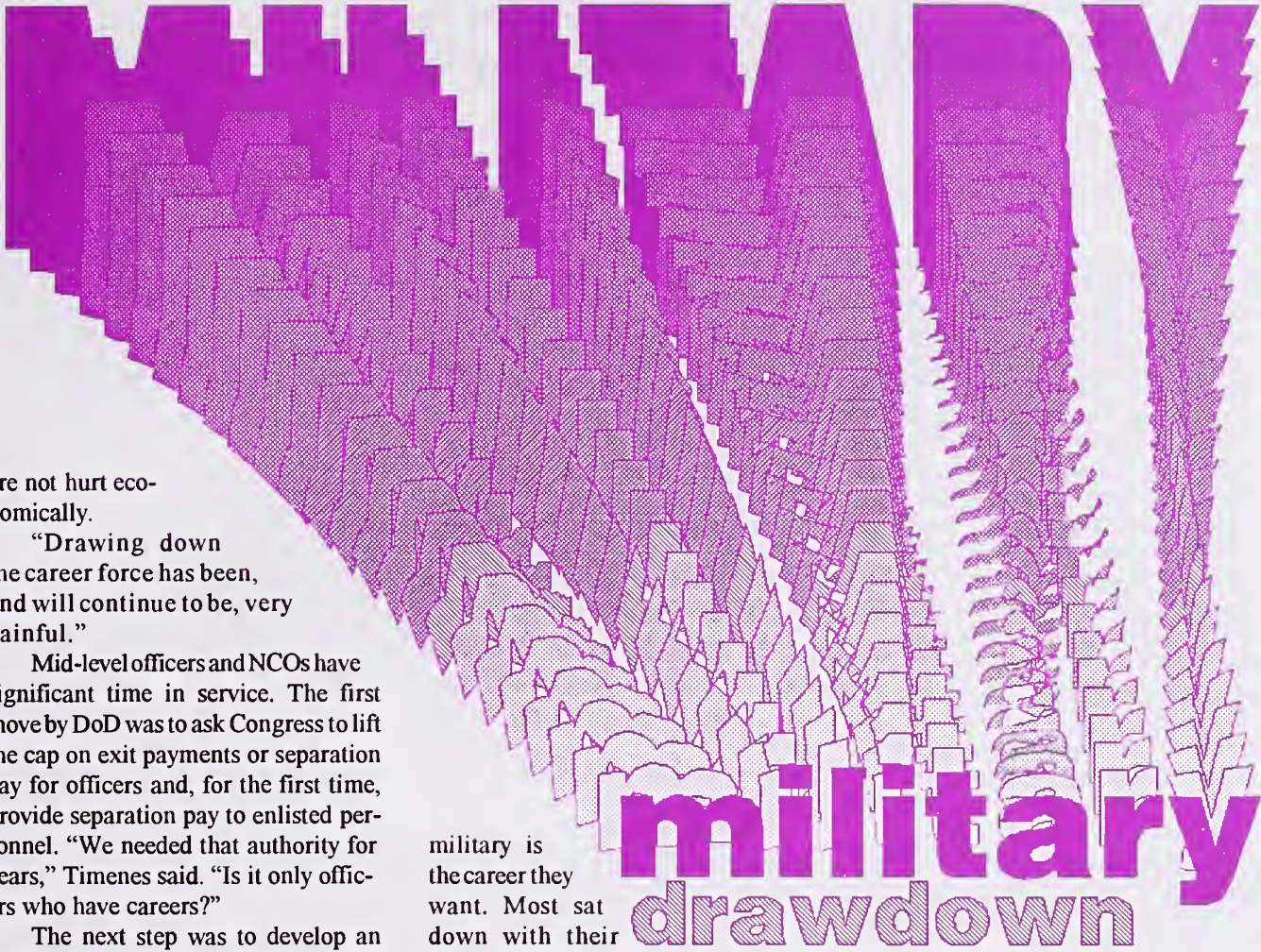
Officials took a middle course. "It was easy drawing down the first-termers," Timenes said. "To start, we just didn't recruit as many as we have in the past."

To maintain the force before the drawdown, DoD needed about 330,000 recruits each year. Recruiting was cut to 220,000 per year. Also, Timenes said, many first termers accepted DoD's early-out offers.

In addition, DoD is making it tougher to enter the career force. "All services have toughened reenlistment criteria," Timenes said. "In the past, if you wanted to reenlist, you could. Now, the gate to enter the career force has narrowed, and fewer are getting through."

Separating retirement-eligible personnel was tougher. Each service held selective early retirement boards. To bring the force down in a balanced manner, senior people had to go also. "With the first termers, the situation was relatively painless," Timenes said.

"First-termers don't have much time invested in the service. They can leave and go into other lines of work. Reducing retirement-eligible people before they are ready to go is tougher, but they get full retirement benefits and



are not hurt economically.

"Drawing down the career force has been, and will continue to be, very painful."

Mid-level officers and NCOs have significant time in service. The first move by DoD was to ask Congress to lift the cap on exit payments or separation pay for officers and, for the first time, provide separation pay to enlisted personnel. "We needed that authority for years," Timenes said. "Is it only officers who have careers?"

The next step was to develop an adequate and effective incentive for career people to leave the military voluntarily. This became the Voluntary Separation Incentive program. Under the program, DoD offers exit payments for career personnel electing to get out of the military. It is voluntary, so it is the personal decisions of servicemembers whether to stay in or get out.

"Many (career servicemembers) went through soul-searching when the program was announced," Timenes said. "They had to ask themselves if the

military is the career they want. Most sat down with their commanders and took a realistic look at where they were and what they could expect."

The program has worked very well. DoD met the fiscal 1992 goals and expects to meet fiscal 1993 drawdown goals. "We've avoided large-scale involuntary separations," Timenes said. "We're pleased about that. The program may cost more in the short run, but in the long run, it's cost-effective. It's good for morale, and it's meeting our goals."

For those remaining in the service,

there are benefits also. "Shaping the force the way we are allows promotions at almost the same rates as we have in the past," Timenes said. "After the drawdown is complete, our experience shows we will have the right mix of skills, grades and years of service for the new, sleeker force." ✻

Jim Garamone is a writer for American Forces Information Service, Alexandria, Va.

"First-termers don't have much time invested in the service. They can leave and go into other lines of work. Reducing retirement-eligible people before they are ready to go is tougher, but they get full retirement benefits and are not hurt economically. Drawing down the career force has been, and will continue to be, very painful."

*... Nicolai Timenes, Jr., Principal Director,
Military Manpower and Personnel Policy*

The Scribe of INSCOM

By Jeanette Lau and Ellen Camner

Phoebe Russo first took up her pica pole, proportion wheel and other tools of the trade a decade ago in April of 1983 when she became Acting Editor, then later Editor of the *INSCOM Journal*. In the ensuing years, she has shown an awesome commitment and dedication to producing the award-winning magazine, acknowledged by many in Army circles as one of the finest Army products published.

In 1982, Phoebe came to INSCOM as a public affairs specialist when the command headquarters was at Arlington Hall Station, Va. Since that time, Phoebe has produced more than 105 issues of the *Journal*. This phenomenal number has been accomplished despite times of critical staff shortages in the Public Affairs Office and unplanned changes to the production schedule.

"I remember the very first issue I did," said Phoebe. "The cover story was lost by the delivery person before it ever made it to our office — it took five days to locate it."

Clearly one who enjoys her work, Phoebe's skills in writing, editing, layout and design have been the ballast for the *Journal* throughout a myriad of

changes over the years. And, as always, the final product of her efforts is a tangible reflection of that commitment to excellence that never waivers.

Phoebe's commitment to excellence has helped to earn numerous nominations in the Department of the Army's annual Keith L. Ware Journalism competition — many of which have resulted in first, second, and third place wins. Most noteworthy is the prestigious Thomas Jefferson Award, the highest award for journalism bestowed by the Department of Defense.

But there's a lot more to the story than technical skills — Phoebe's willingness to share the wealth of her expertise and experience is another benchmark of her editorship. Always eager to respond to questions from Public Affairs staff or other INSCOM personnel, she's got a ready and helpful answer — whether it's a journalism question, a technical point, or an idea.

"Phoebe is very professional," says James Gilbert of INSCOM's History Office. "She deserves recognition for making sure that a good product goes out every time. I've enjoyed talking to her about history matters. She has always supported the History Office and looked out for us by publishing historical articles in the *Journal*. Her interest is genuine."

While Phoebe is known for her willingness to lend a hand to co-workers seeking advice on the correct presentation of the written language, her ability to assist others extends beyond the boundaries of INSCOM. While attending English courses at a local college, Phoebe was



Phoebe Russo at Arlington Hall, near the beginning of her tenure with INSCOM.

asked by the head of the English Department to become a tutor for the foreign students struggling with the complexities of the English language. Willing to assist, she found the challenge of tutoring rewarding in itself.

Paul Sutton, action officer in DCSOPS at INSCOM Headquarters, is a long-time friend of the *Journal* editor and has known her since she first came to work for the command.

"Phoebe is a dedicated, hard-working individual who reflects traditional values, so cherished in every workplace," Sutton said. "She's a hands-on worker who maintains a cheerful attitude and quiet strength for every task. And she's a caring, people-focused person with a heart of gold who has, over the years, supported and cared for those suffering physical or situational hardship."

"Phoebe is a strong force of strength and support to co-workers, her community and family — and she's a personal friend to all who have known her."

Described by her friends and co-workers in Public Affairs as "inspiring," "steadfast," "conscientious" and "a real pro," Phoebe continues to earn the respect and appreciation of those near her.

And so, dear readers, as you read this issue of the *Journal*, not only is it a symbol of INSCOM pride in journalism, but a reflection upon a woman who has given nearly 40 years to government service and more of herself to INSCOM than most will ever know. ❀



Phoebe Russo, still hard at work today at INSCOM headquarters at Fort Belvoir, Va.

INSCOM Sailor Reenlists

By INSCOM PAO Staff Writer

Arry Colonels don't generally have the opportunity to give the Oath of Enlistment to sailors, but the Deputy Chief of Staff for Information Management (DCSIM) recently had the chance. On January 15, 1993, Col. Robert P. Plimpton, INSCOM DCSIM, gave the Oath of Enlistment to Mr. Dave Philpott. A project officer in the DCSIM Plans, Operations and Resources section, Philpott joined the Naval Reserve in 1981. He now serves as a Petty Officer 1st Class, and is assigned to the Naval Command Center (NCC), Detachment 106. Part of Naval Operations, DET 106 has the mission of augmenting the NCC's active duty staff in the event of full or partial mobilization, in support of the Navy Staff at the Pentagon.

Mr. Philpott was first assigned to INSCOM in 1982, and has been on the

staff since 1984. Since that time, Philpott has found the command strongly supportive of his Reserve service — even with short-fused requirements. Philpott expressed his great appreciation for this support, which has enabled him to better fulfill his Naval Reserve duties. Some of those duties include standing active duty watch at the NCC, a duty for which only select personnel are qualified. He has also set up and manned crisis response centers at the NCC during deployments such as Desert Shield and Desert Storm.

Reserve service has always been important to him, and since this was his last reenlistment, he wanted to share it with the Army command that has supported his career so well. Philpott asked his supervisor, Col. Plimpton, to give the

Oath of Enlistment, making DCSIM part of the event. "This is my way of thanking the command for supporting me all this time ... I wanted to do something special; give something to the command."

Though he sometimes receives good-natured ribbing from colleagues for being "Navy," Philpott says that the strong sense of camaraderie and support for the Reserve program makes the INSCOM staff a special place to work. "I really feel strongly about the people who support Reservists; it's important to understand how the Reserves support the country, and the hardships involved in Reserve service. Clearly, INSCOM understands, and exemplifies the motto, "Mission First, People Always." 🦅



Col. Robert P. Plimpton, INSCOM DCSIM, congratulates Mr. Dave Philpott, a petty officer first class with the Naval Reserve, on his reenlistment. Mr. Philpott has been with INSCOM since 1982. (U. S. Army photo)

Ambassadors of Goodwill



By INSCOM PAO Staff Writer

effort. The children from the orphanage and the children of unit members sang Christmas carols, and played soccer and basketball together. The brigade then provided a cook-out for lunch, complete with hamburgers and hot dogs. After that, the kids all took swings at a few gift-filled pinatas while waiting for Santa Claus to arrive. When Santa arrived, he had presents for each child there, as well as gifts for the orphanage. The gifts

to fill two HMMWVs, and different companies from within the battalion rotate making the hour-long drive from post.

The 747th MI Battalion has also "adopted" a group of local citizens from a village in their area of responsibility. They support the village of Ciricitos Los Sotos with clothing drives, toy drives and monetary collections. They also frequently sponsor special events for the village, such as Christmas and Easter parties. The interesting and admirable thing about the 747th's support to this village is the location. Ciricitos Los Sotos is located in the Panamanian interior, and is best reached by helicopter. The soldiers of the 747th gladly give their time, energy and resources to touch the lives of these remote villagers.

The MI Battalion (LI) in Honduras has had a community support relationship with the Comayagua Valley of the Angels which has blossomed over the past four years. This community has over 400 families, most of whom live without running water or electricity in their homes. Once each quarter, battalion units coordinate a visit to Soto Cano for approximately 70 village children, taking them to visit the swimming pool and base exchange, and treating them to a cookout. Battalion soldiers have volunteered materials and labor to renovate the elementary school and build four new classrooms. Last year, soldiers helped complete a small community center, where the mayor conducts village meetings and other community business. In October, the battalion donated HCO funds to purchase electrical

The 470th Military Intelligence Brigade and its subordinate elements take great pride in supporting their respective communities. In recent months, 470th personnel have gone to great lengths to enrich the lives of the local citizens, especially children, within the brigade area of responsibility. Each year, the brigade sponsors two major events for the Ciudad del Niños orphanage in Chorrera, Panama; a sports day in the spring, and a Christmas party. This past December 5th, soldiers from the 470th, including 1st Sgt. Louis, SFC Ortiz, and CSM Wilson (all of the 308th MI Battalion), worked with the U.S. Naval Station Security Department, Rodman, to give the children a memorable holiday. They held bake sales, car washes, pie throws and gathered donations to finance the

were provided by donations from unit personnel, and by the 470th Wives Club (who donated board games, sports equipment, VCR tapes of Spanish-speaking movies and a VCR to the orphanage).

Subordinate units are also deeply involved in supporting their local communities. The 308th MI Battalion is always deeply involved in planning and staffing the semi-annual brigade functions, though other brigade elements contribute and participate. But community support is a year-around responsibility. Lt. Col. Edward J. Menard, commander of the 308th MI Battalion, feels that "it's not just a Christmas party, it's an ongoing relationship throughout the year." For example, twice a week the 308th makes a "bread run" to the orphanage, bringing bread products from the commissary that did not sell within a day or two. They usually have enough

wiring and equipment to bring electricity to the center.

A high point in the MI Battalion (LI)'s relationship with the Comayagua Valley of the Angels community occurred last December when the battalion hosted a Christmas party for the community's elementary school children, complete with games, food and a visit from Santa Claus. The Deputy Battalion Commander (Forward), Maj. Perrin, culminated the celebration by presenting the mayor and school principal with a new industrial gas cooking range for the school. Until then, the school had been providing limited meals to the children by cooking on open fires out-of-doors. The support provided by the MI Battalion (LI) has, and will continue to touch the lives of everyone in the community. These support activities also give soldier morale a great boost. It always pleases unit personnel to receive a warm smile from a child or adult who truly appreciates the kindness shown them.

That the soldiers of the 470th MI Brigade and subordinate commands can accomplish their mission, and still find time to support the local communities is truly impressive. These units demonstrate some of America's highest ideals; while preserving the peace, they have the compassion and energy to give to the community. They are certainly some of the best possible ambassadors for American goodwill. ✕

Material provided by 2nd Lt. Robin M. Schuck, 470th MI Brigade, Panama.



A few games added to the festivities and sharpened young appetites before lunch.



There's nothing kids like better than a sticky cupcake for dessert. Of course, they're better if you get the icing *in your* mouth.

While not as visible as printed media, on-line information offers at least as much and probably more information than its hardbound cousins ... on-line information can be more up-to-date than printed media, more readily accessible and ... more expensive.

In case you haven't noticed, libraries have changed. Once upon a time one could walk into a quiet place inhabited by a supply of books, magazines, and scholarly (sometimes stern) individuals designed to meet any information need. Not so anymore! Nowadays libraries often are filled with noisy printers and photocopiers, clicking keyboards, loud discussion, and library personnel with nicknames such as "Mad Dog." The books and magazines may still be there, but another type of information product has taken up residence in the library as well, namely, on-line information.

While not as visible as printed media, on-line information offers at least as much and probably more information than its hard-bound cousins. In a nutshell, on-line information can be more up-to-date than printed media, more readily accessible and (unfortunately) more expensive. The purpose of this article is to reveal some avenues of information of which you may not be aware. If we can encourage you to ask a few more questions the next time you visit a library, and thereby turn over some new and different stones to find the information you need, we will have accomplished our task. Please don't expect a thorough review of on-line information. Space will only permit us to pique your interest, which we hope will lead to a better understanding of what your library can do for you, and open a new information territory for you to explore. As in most cases, the best way to view new territory is by taking a tour. In our case, a tour of on-line information must begin with the research question.

Picture yourself as a customer who has been tasked to research the charac-

teristics and performance of tanks. You are responsible for becoming an expert on tanks and their component parts. You approach the information specialist (let's call him Dave) with your request. In order to become fully grounded in the search query, Dave conducts a research interview and asks several specific questions. Are there other nomenclatures for tanks? What are some of the names of the component parts? What is the date range you would like to search? Do you want unclassified and classified information? Do you want the search results in a hard copy printout or on a diskette?

Now that the research interview has taken place, you can sit back and let Dave begin his search process. Dave can access various files which may differ significantly from each other. Most files are grouped according to types of information found therein. That is, files generally fall into one of several categories such as bibliographic, numeric, or directory. Bibliographic files are the most common type of file employed by libraries. Dave would do literature searches in a bibliographic file to find out what

articles, books, and reports have been written on tanks. If Dave's search includes forecasts of what consumers will spend on tanks, he will check out a numeric file. Do you want information on the companies that make tanks (address, phone numbers, and points of contact)? Dave should search a directory file for you.

Files also differ as to the amount of information included in a record. Full-text files include the entire periodical article, newspaper, or newsletter. Encyclopedias, dictionaries, almanacs, and other standard reference products that are on-line are other examples of full-text files. Abstracts, written by an indexer or author to summarize an article, are popularly used in files that review technical literature on a particular subject. *Chem Abstracts* is an excellent example. And finally, bibliographic citations, though providing less information than full-text or abstracts, are excellent for beginning research on a new topic or tracking down information on a particular book, author, or article. "Scisearch" in DIALOG and OCLC (On Campus Library Computer) are commonly used bibliographic files.

Libraries Join Computer Age

By Patricia S. Taylor and
Timothy J. Edwards

A library such as ours at FSTC will access files through intelligence, government, and commercial sources. Intelligence files are produced and maintained by intelligence agencies. These files usually include unclassified and classified information. Various government agencies also produce and maintain databases for government and public use. By commercial files, we mean information that is made available in electronic format and sold for profit. They may or may not be more up-to-date than other files, but almost always are more expensive. Costs for commercial files are as varied as that of periodical subscriptions. Now that we have an idea of the vast sea of on-line information that lies before our noble searcher, we can send him on his way.

The first file that Dave selects for this query is CIRC (Central Information Reference and Control). FSTC and four other intelligence agencies index information into CIRC. CIRC uses a variety of sources including: foreign S&T literature (books, periodicals, patents, conference proceedings, reports), and military equipment literature. Each record includes either the full-text of a document, a lengthy abstract, or an extract (lifted from the original text).

Dave searches all the files in CIRC. He starts with the earliest file (1960s) and proceeds to the most current file which includes records updated within the last 24 months. By searching the older files, called

retrospective searching, Dave can give you some background information on the technological evolution of tanks. Although Dave has found some good records in CIRC, he continues his research in some of the other databases. He knows that obtaining information from a variety of sources will provide you with more comprehensive search results.

Dave decides to explore the wealth of information available through the DROLS (Defense RDT&E On-line System) files. DROLS, a product of the Defense Technical Information Center (DTIC), includes DoD technical reports, contractor reports, and translations. Information is unclassified and classified, and dates back to the 1940s. Dave likes DROLS because the majority of the reports are available from DTIC at nominal cost.

Dave leaves the commercial files for last because they are the most expensive. He decides to search *Jane's Defense & Aerospace News/Analysis*. Produced by the Jane's Information Group, this file contains the complete text of publications from "Jane's Interavia," and "DMS" (Defense Marketing Service). Dave also decides to search the commercial file "PTS Aerospace/Defense Markets & Technology." PTS is produced by the Predicasts Company, and contains full-text articles and abstracts from defense aerospace journals.

One more information gold mine remains to be tapped by Dave; that is the Internet. Volumes have been written in an attempt to define the Internet, but the most important piece of information for potential users is that the Internet is gigantic and growing rapidly. The Army can easily access the Internet through Milnet, which is one of the networks that make up the vast web called the Internet. For example, in researching tanks Dave would want to touch base with the Directorate of Total Armor Force Readiness (DTAFR) at Fort Knox. It is hard to say whether they will find the specific information you are looking for, but it never hurts to contact an expert. So, Dave could contact the DTAFR E-mail hotline at TANKHELP%KNOI@LEAV-emh.army.mil, which is their Milnet

address, and seek assistance in logging into whatever database or bulletin board that DTAFR might have available for public access. By now the Internet may sound confusing. You might think of it as a multi-million volume library without a card catalog, which it is. However, once a few contacts are made, other references usually turn up through conversations, magazine articles, and just plain luck.

Dave's initial searching is done. After reviewing the search results he delivers the printouts or diskette to you. The research quest may end at this point, or you might want to take the research in a different direction. Often an initial search will point out what you do not want. Frustration aside, you will either decide what you do want, or choose to broaden or narrow the scope of your research.

We have by no means exhausted all of the possible on-line sources which Dave could access, but we have a good start. Remember, we set out to give you a tour of on-line information. Your library personnel have training and experience in on-line searching. If they have been inviting you to test their skills, take them up on it. If no invitation has been extended, ask anyway!

* This does not represent a total coverage of the databases accessed by the FSTC Library. For a complete listing, please see the handout, *Data Bases Accessed Through/By The Library Services Division*.

* For a very good published reference product about on-line databases see *Directory of On-Line Data Bases*, produced by Gale Research Inc., annual update, (this is also available through an on-line file). ☛

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INSCOM Military Police Take Crime Course

By Michael Norris

Personnel from INSCOM's and Fort Belvoir's military police traveled to Bethesda, Md., recently to participate in a National Institute of Health (NIH)-sponsored program on police procedure. NIH, with the eighth largest police department in the state of Maryland, has sponsored the course for seven years.

Spec. James Webb, PFC Jeri Lusk and Pvt. Jason Merwin of INSCOM's military police force attended the course along with Spec. Todd Gordon from Fort Belvoir's Military Police Activity.

Known as "Police in Service," the one-week course familiarizes civilian and military police with such things as filing search warrants, gathering evidence and personal security precautions. It brings together federal agents, state police, county sheriffs, MPs and other law enforcement personnel four times a year for joint training. Instructors for the course are provided by regional police departments and are personnel who have attained expertise in various fields of police work. This session included personnel from the Prince George's County Police Department, the City of Alexandria Police Department and the Federal Drug Enforcement Agency.

"It was interesting to talk about what other forces do," Webb said.

The course teaches police to be wary and cautious even in routine work. This can be a matter of basic survival. Only recently a Virginia state trooper was eulogized after being gunned down by the occupants of a car initially stopped for erratic driving.

"The best part of the whole course

was the section on defensive tactics," said Webb, who recounted a quick method of handcuffing suspects he learned at NIH.

"The quicker you can get (the handcuffs) on, the quicker you can get (a suspect) under control," Webb added.

A lot of the material learned in the course is "common sense stuff," Gordon said, such as "taking a protective stance, anticipating (a suspect's) movements" and knowing "how to move away and dodge" when you're in a dangerous situation.

It's essential information that "a (law) officer needs to know but doesn't use every day," Gordon said.

The course is divided into three sections, said program coordinator and instructor, Jim Koerber, Director of Police Training with NIH's Police Training Department.

One section deals with police legal issues. It offers training in "search and

seizures" and explains how search warrants are filed, Koerber said.

Another section of the course is entitled "Street Survival Techniques." An emphasis is put on the necessity for officers to remain physically and mentally prepared in dangerous situations.

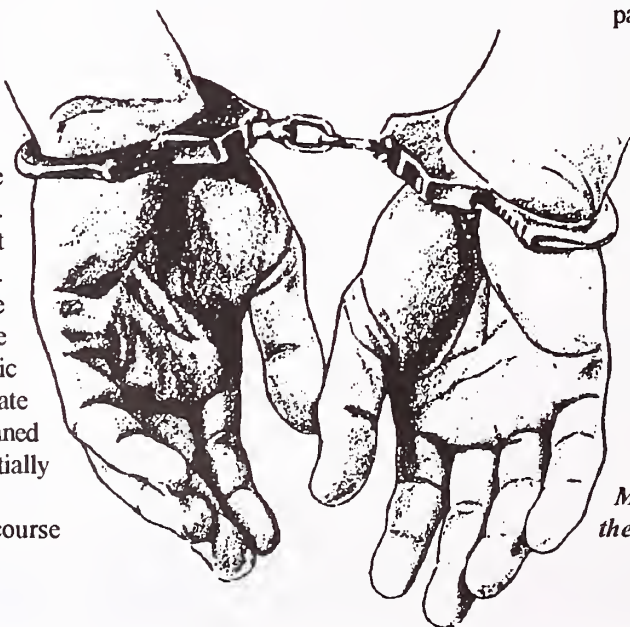
Police officers have to be constantly aware of potential dangers, Koerber said. "When we (as officers) do things on a daily basis, we can become complacent."

Finally, there is an examination of behavioral science. This section focuses on an officer's daily duty, which includes a certain amount of social work. Course material covers mediating disputes, referring crime victims to assistance agencies, and developing sources in criminal investigations.

The NIH course is designed for law enforcement personnel with at least one year of experience, Koerber said. "We've developed a curriculum broad enough to reach everyone (regardless of the department they're with)." He added that the course is updated every year to keep up with new procedures and tactics.

Those attending the class can get something out of it whether the information presented is new or old, Gordon said.

Grateful to have been plucked out of the ranks of INSCOM's MPs, Lusk said she hopes all MPs have a chance to attend the course and become better police officers. ✻



Michael Norris is a staff writer for the "Eagle," Ft. Belvoir, Va.

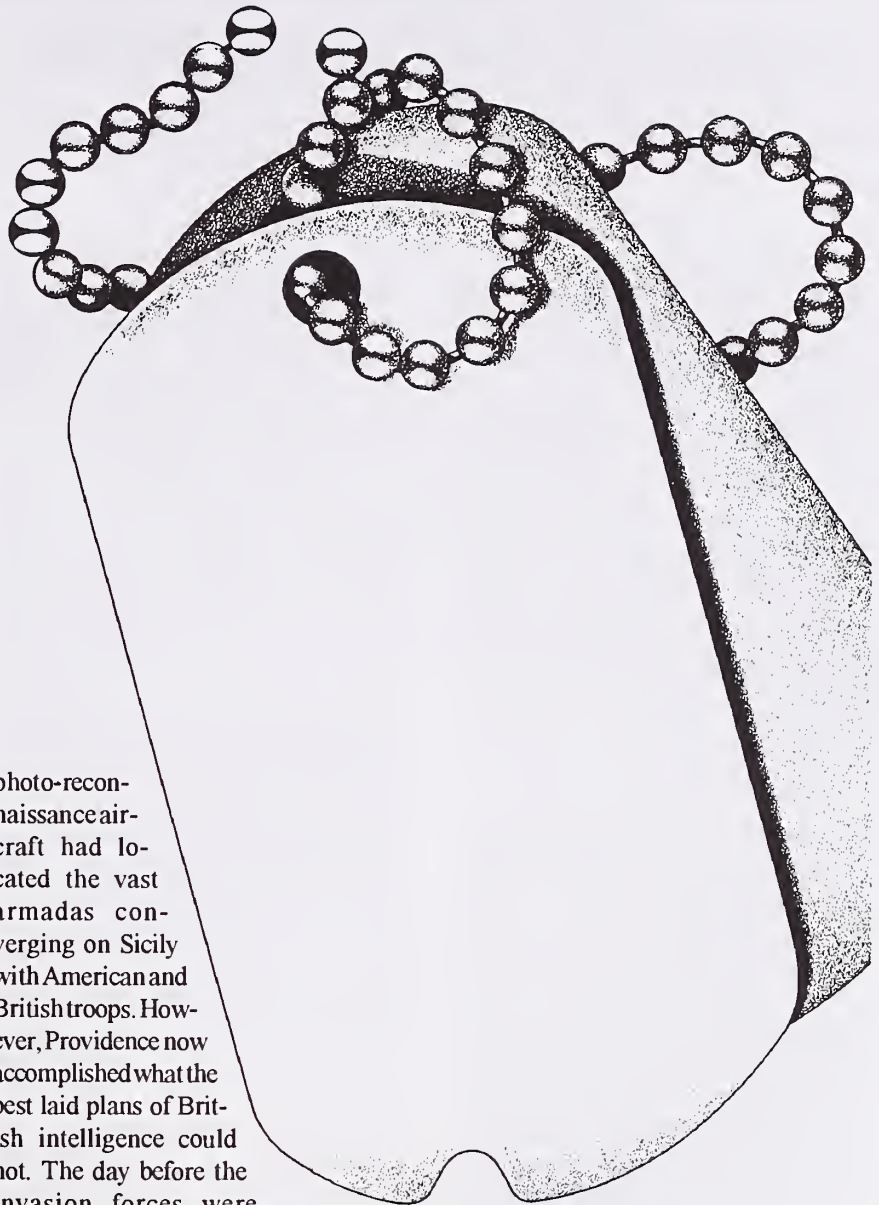
Liberating Sicily: Operation Husky

By Dr. John P. Finnegan

Up to a point, the deception plan had worked perfectly — at least it had managed to fool Adolf Hitler. In May 1943, the body of a man wearing the uniform of a major of the Royal Marines had drifted ashore at Huelva on the Spanish coast, apparently the victim of a plane crash at sea. Helpful Spanish authorities had promptly turned over the secret documents found with the drowned courier to the *Abwehr*, the German intelligence service, and the evidence contained within them persuaded Hitler that the next objective of the Allies, after their conquest of North Africa, would be Greece and Sardinia. In actuality, the body had come from cold storage in a British morgue, the papers were forgeries concocted by British intelligence, and both had been released by a British submarine at the point where they were most likely to fall into enemy hands. Operation MINCEMEAT, as it was termed with a certain grisly appropriateness, was an elaborate ruse designed to mislead the German High Command as to the true object of the Allies' next invasion: Sicily.

The Axis commanders on the spot were not fooled, however. Italian General Alfredo Guzzoni, who commanded the mixed force of Italian and German troops on the island, felt that Sicily was the next logical objective after the fall of Tunisia. The island was a mere ninety miles away from allied bases in North Africa, and its capture would free up the Mediterranean sea lanes. Already, the island had come under heavy air attack, forcing Axis bombers to abandon their Sicilian bases and relocate to the mainland. And, as the invasion date of July 10 approached, Axis

photo-reconnaissance aircraft had located the vast armadas converging on Sicily with American and British troops. However, Providence now accomplished what the best laid plans of British intelligence could not. The day before the invasion forces were scheduled to land, a fierce Mediterranean storm blew up. Confident that no landing could take place, the Italian troops went to bed. After dark, however, the breeze died down, and on the morning of July 10, 1943, the Axis forces awoke to find eight divisions of British and American troops coming ashore on the southern coast of Sicily. Operation HUSKY, the invasion of Sicily, had managed to obtain tactical surprise. As it turned out, this was almost the first — and last — thing that went right with the operation.



The decision to invade Sicily had been made by Roosevelt, Churchill, and their staffs at the Casablanca Conference in January 1943. By that time, it was already clear that the large forces collected in the Mediterranean Theater could not possibly be redeployed to the British Isles in time to launch a cross-channel invasion of Europe in 1943. Churchill strongly advocated an invasion of Sicily once the Tunisian campaign had been brought to a conclusion. By bringing the war home to

Operation MINCEMEAT, as it was termed with a certain grisly appropriateness, was an elaborate ruse designed to mislead the German High Command as to the true object of the Allies' next invasion: Sicily.

Italian soil, this might undermine the increasingly shaky government of the Italian dictator, Mussolini. Moreover, it would eliminate a persistent threat to Allied lines of communication in the Mediterranean: Axis aircraft based in Sicily had forced almost all traffic to the Middle East to be routed around the Cape of Good Hope. And Sicily should not be a hard nut to crack. Although there was a large Italian garrison of some 300,000 men, it was poorly equipped and badly motivated, and many soldiers were over-age reservists. Most of the German troops available to Hitler had been sent on to Tunisia, and there were only two German divisions on the island.

In February 1943, planning for the operation began, conducted by Task Force 141 of Eisenhower's Armed Forces Headquarters (AFHQ) in Algiers. Planners envisioned that the operation would be carried out by British and U.S. forces, respectively commanded by Gen. Bernard Montgomery and Lt. Gen. George S. Patton, and using troops drawn from the United States, Great Britain, North Africa, and the Middle East. Overall direction of the ground campaign was to have been exercised by British General Harold Alexander. However, planning did not go smoothly. The field commanders involved, Alexander, Montgomery and Patton, were still fighting in Tunisia, while their own headquarters staffs were variously located in Algiers; Cairo, Egypt; and Rabat, Morocco. Naval support to this amphibious operation had to be staffed from Malta. This convoluted machinery finally produced a plan totally unacceptable to Montgomery, at that time the most highly regarded of all the commanders. He felt that landing small elements all

around Sicily over a period of several days posed an unacceptable risk. Instead, a massed force of eight divisions should go in side-by-side on the southern and southeastern coasts of Sicily, seizing vital airstrips and freeing up the major port of Syracuse. Montgomery won his point.

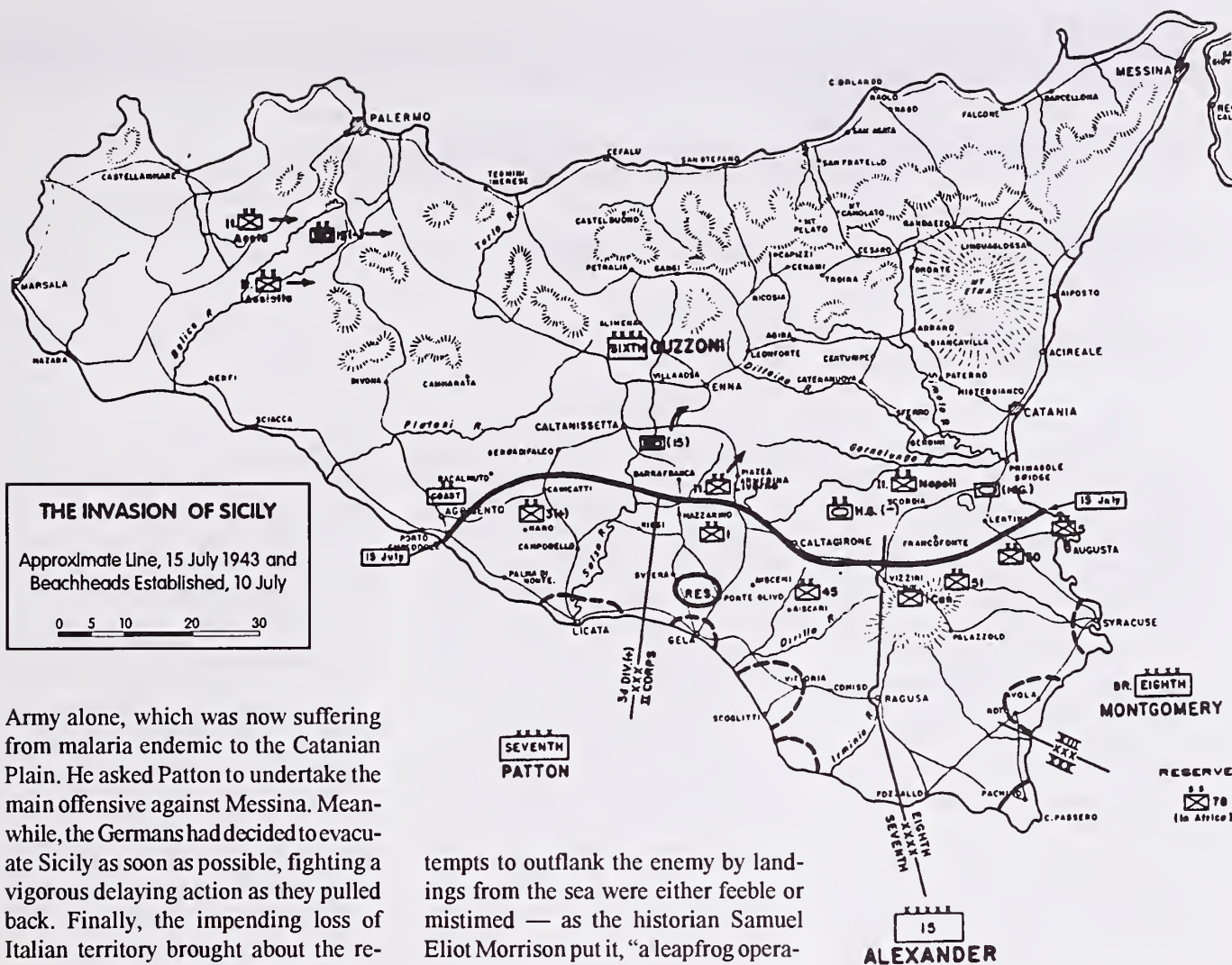
As a result, the Seventh and Eighth Armies landed across open beaches just before dawn the morning of July 10, 1943. The British landings were almost unopposed; the Americans landed without much difficulty, but then were vigorously counterattacked by armored battle groups of the Luftwaffe's Herman Goering Panzer Parachute Division. Naval gunfire support helped turn the tide of battle. However, if the attack from the sea went off splendidly, the same thing could not be said about the airborne portion of the assault. Bad weather and bad navigation caused American paratroopers to be strewn all over southern Sicily, while 47 British gliders landed in the ocean rather than on dry land. A day later, an attempt to reinforce the American beachhead by a parachute drop of 82nd Airborne Division troops was disrupted when nervous antiaircraft crews on the invasion fleet opened fire on their own planes, bringing down 23 C-47s and damaging many more. Sadly, these problems of air-ground coordination would continue.

Hopes of a quick victory in Sicily soon began to wane. The Italian Army was a spent force, but the two German divisions on the island fought back vigorously. Montgomery's drive north across the Catanian Plain towards the key port of Messina was brought up short by stiff resistance. The Eighth Army attempted to seize a key bridge by

an airborne coup de main, but this miscarried when most of the paratroopers missed the target and the Germans reinforced the position with their own paratroopers. Frustrated, Montgomery attempted a left hook around the vast bulk of the Mount Etna volcano. To make the move, however, he arbitrarily changed the agreed-upon campaign plan, depriving Patton's Army of any direct access to Messina. The Americans, he blithely informed Patton, could guard his rear.

This was a mistake on several levels. Montgomery had now divided his force, and Eighth Army was now committed to fighting piecemeal battles against stubborn German defenses in rugged country with units no longer capable of mutual support. Secondly, the better-equipped American Army was better able to make a lightning strike for Messina than the British, who lacked adequate transport and had to trudge on foot through hundred-degree heat. Finally, Patton was enraged, and launched his own independent campaign oriented more to achieving prestige objectives than strategic results. American forces moved north and west, liberating numerous villages and capturing the ancient and historic Sicilian capital of Palermo. However, they could not prevent German and Italian forces from slipping past them to reinforce the outlying defenses of Messina, which were also bolstered by more German troops sent across the narrow straits dividing Sicily from Italy.

By this time, the battle for Sicily had brought about a number of diverse developments. Belatedly, Montgomery had come to realize that the battle for Sicily could not be won by the Eighth



Army alone, which was now suffering from malaria endemic to the Catanian Plain. He asked Patton to undertake the main offensive against Messina. Meanwhile, the Germans had decided to evacuate Sicily as soon as possible, fighting a vigorous delaying action as they pulled back. Finally, the impending loss of Italian territory brought about the realignment of the Italian government. On July 26, a meeting of the Grand Fascist Council deposed Mussolini, appointing Field Marshal Badoglio as Prime Minister in his place. The Duce was dragged off to exile in an ambulance, and the new government began making plans to switch sides as soon as possible.

Slowly, the British and American armies converged on Messina. However, despite overwhelming Allied numerical superiority on land, sea, and air, the Germans fought stubbornly and skillfully, and progress was slow. The Allies outnumbered the Germans eight to one on land, but the Germans were able to contract their lines as they retreated, and the mountainous terrain and poor communications of Sicily cramped the Allied ground advance. Moreover, the Allies failed to use command of the air and sea to support the land battle. Air-ground cooperation was poor, and at-

tempts to outflank the enemy by landings from the sea were either feeble or mistimed — as the historian Samuel Eliot Morrison put it, “a leapfrog operation too late to leap the frog.” Nerves frayed by the slow and difficult progress of the campaign, Patton turned to slapping alleged malingerers when he found them in field hospital beds, a burst of temper that would impact adversely on his career.

The Sicilian campaign ended on what could only be called a note of alloyed triumph. On August 17, U.S. forces finally entered Messina, beating the British by 3 hours. Patton staged a victory parade for himself — but the Germans were nowhere in sight. Beginning on the night of August 10, German and remaining Italian forces had smoothly disengaged and begun an orderly crossing of the two-mile wide Straits of Messina in a reverse amphibious operation. Despite allied command of the sea and air, the operation continued for seven days almost unhindered. Five hundred antiaircraft guns covered the ferry

shuttle, making daylight attacks prohibitively costly. Night bombing raids struck the wrong embarkation beaches in Sicily, then shifted to the wrong ports on the Italian mainland. At sea, light forces fought valiantly, but without much effect, and the British Navy, perhaps remembering the disasters of the Gallipoli Campaign in World War I, refused to expose its heavy ships to Axis batteries commanding the narrows at Messina. As a result, 102,000 Axis troops were successfully evacuated, along with their tanks, guns, equipment, supplies, and ammunition. This bettered the British performance at Dunkirk. The four veteran German divisions sent to Sicily lived to fight another day. However, the Allies would soon meet them again — in Italy. ☛

Dr. John P. Finnegan is a historian with the INSCOM History Office.

Hazard Communication

(The "Right to Know" Law)

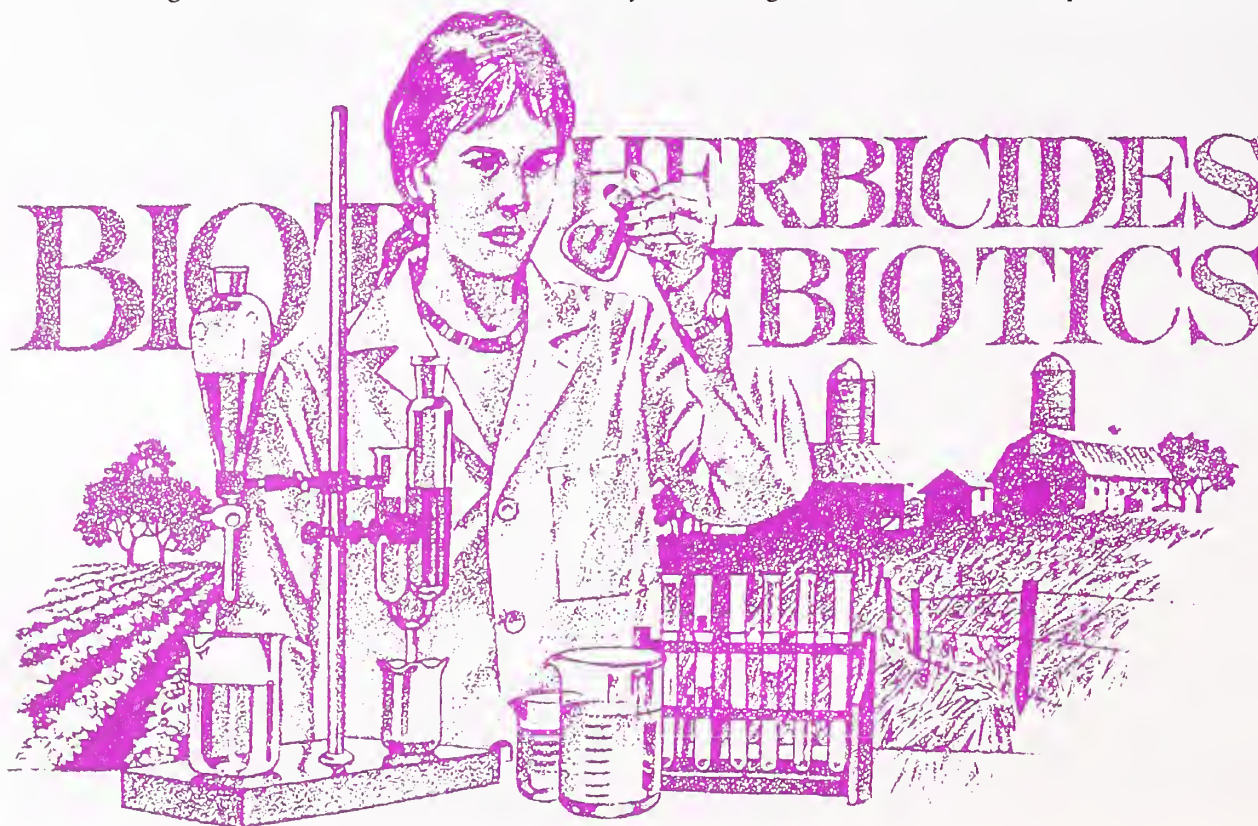
By John Krier

In the course of daily events, many of us may come in contact with chemicals which could be considered dangerous. Clearly, if you work in a laboratory, there are probably many chemical hazards in your workplace. But what about the solvent used in an office to clean computer printer parts? Or the contact adhesive used during the installation of the new carpet tiles at your office during a recent facility upgrade? Are any of your colleagues pregnant women, who must be doubly careful about exposure to chemicals? Some people may have been working with hazardous chemicals for many years without fully understanding if these substances were dangerous to their health.

Some substances, if improperly handled, can cause injury or death. Others, which are normally benign by themselves, can become deadly if allowed to mix with other agents. These concerns are real, and they affect a much greater number of us than one might initially think. We all have a right to know if we are working with potentially dangerous chemicals, and what we must do to eliminate risk.

With this in mind, in 1983 the Occupational Safety and Health Administration (OSHA) created the Hazard Communication Standard which has since become federally mandated. This standard provides employees the right to know what chemicals they are working with,

whether they are hazardous, and if adequate protection is being provided to them to prevent injury. In order to meet the Hazard Communication standard set by OSHA, the Department of Defense (DoD) requires a training program to ensure that all employees understand the risks and safety requirements associated with hazardous materials to which they may be exposed. Department of the Army requires all major Army commands to present chemical safety training to assigned personnel, both military and civilian. The seven-hour course, called the Federal Hazard Communication Training Program, uses a programmed workbook and videotape combination to teach



personnel how to recognize chemical hazards and prevent injuries, both at the workplace and at home. The DoD goal is to eventually provide this training to all personnel.

Two of the most important components of the training program are proper attention to labeling, and maintaining Material Safety Data Sheets (MSDS). The concept of labeling may seem rather obvious, but to be effective in preventing accidents, labeling must be clear and complete. Original labels are usually the best answer to this problem. Firms that manufacture potentially dangerous chemicals must review all available data on these substances and their possible hazards, and provide this information on the label. They also generally include special safety precautions (like protective equipment requirements and first aid advice in case of exposure). However, should the label come off of a container, or should you transfer material into another container, you must properly label it. Hazardous chemical labels are available within the supply system to make this easier.

It's not really enough for a label to simply say 'poison.' Though this would prevent someone from thinking they have a container of water or other harmless liquid, it would give them no information about the nature of the substance, and how to use it effectively and safely. The label should contain the identity of the product, and the name and address of the manufacturer. Also, labels should contain the specific hazards involved with the substance, as well as precautions to take. Some warnings might be "Extremely flammable, do not expose to open flame," or "Fumes harmful, use only in well ventilated area." Storage instructions will help prevent keeping chemicals in the same place that are harmless alone but dangerous if mixed. Fire, spill and leak instructions will be very useful, if not essential, should an accident happen. And, of course, should someone be exposed to

chemical contamination, labels should always contain first aid instructions and antidote information.

Another important part of the Hazard Communication Training Program deals with using the MSDS. This document is normally prepared by the chemical manufacturer (or the importer) and provides detailed information about the product. Regulations require that an MSDS for each hazardous product be kept in the workplace, and that it be available to all personnel. The training program teaches students how to understand and use the information in the MSDS. They will learn what special clothing and personal protective equipment are necessary for various materials and work situations, as well as emergency procedures and first aid techniques in the event of accident. By investing



seven short hours of their time in this training course, students can significantly decrease their risk of becoming chemical casualties, at work and at home.

Responsibility for chemical safety rests with the employee and the supervisor. Managers and leaders must provide their personnel the information and equipment they need to work safely and effectively. It is the responsibility of the employee, however, to put this information into practice. Hazard Communication is designed to lower our exposure to chemical hazards, thereby reducing injury and risk of illness. This program's success depends on awareness of chemical hazards in the workplace, having the proper information on hazardous materials, and using that information to form safe chemical use practices. Protect yourself through information and training. ☘

... success depends on awareness of chemical hazards ... having the proper information ... and using that information to form safe chemical use practices.

John Krier is the Staff Safety Officer, INSCOM Deputy Chief of Staff for Personnel.

Self-Protection Awareness

As a U.S. citizen and a government employee, you and your family could be potential targets of physical threats or attacks worldwide. Although the odds of becoming a victim are small, this article will suggest some ways to make yourself less vulnerable. You do not need special training or elaborate equipment. In fact, you should follow three basic rules:

1. **BE ALERT** to your surroundings; know and respect local customs and laws; and consult local U.S. officials about local security conditions.
2. **BE INCONSPICUOUS**; do not call undue attention to yourself.
3. **BE UNPREDICTABLE**; vary days and times of activities and routes that you regularly travel.

The following techniques and advice may help you to be alert, inconspicuous, and unpredictable in many scenarios, whether you are traveling for business or pleasure, residing at your home in the United States, or fulfilling a term of duty in a foreign country.

Residence security

❑ Apartment complexes and enclosed clusters of homes offer natural security advantages. Select a house or apartment that:

- is in a quiet (but not isolated) neighborhood.
- is guarded, fenced, or well-lighted at night.
- has multiple exits or is located between the 2nd and 10th floor.

❑ Replace exterior hollow wood doors with solid core or metal ones with wide-

angle peepholes installed low enough for all occupants to use.

- ❑ Install new dead-bolt locks just before you move in.
- ❑ Restrict keys to adult residents.
- ❑ Always keep the doors locked.
- ❑ Remove your name from doors, mailboxes, or lists of building occupants.

❑ Install full-length heavy drapes; keep them closed, particularly at times of increased security threat.

❑ Develop mutual security assistance with your neighbors; ask them to inform you of anyone inquiring about you, watch your residence in your absence, and pick up any mail or papers.

❑ Never admit anyone into your residence without satisfactory identification.

❑ Always escort repairmen.

❑ Receive personal mail at work, and dispose of old mail there.

❑ Refuse unordered deliveries or unfamiliar packages at home.

❑ Designate a "safe room," at a minimum a bathroom with a solid, lockable door, candles, blankets, a fire extinguisher and a first aid kit. Practice a family code word that says, "get into the safe room."

❑ Carry a list of emergency numbers.

❑ Know the location of the nearest telephone.

❑ Vary your casual attire, sporting activities (jogging routes and times), shop-

ping schedule, and other personal routines frequently.

❑ Ensure family and domestic employees follow these security practices, know how to summon help, and know one or more secure routes of escape.

❑ Report all suspected surveillances and suspicious inquiries promptly.

Travel security

❑ Travel in civilian attire that lets you blend into the crowd.

❑ Arrive as close to departure time as feasible.

❑ Know the location of choke points that cause you to stop or slow down on each route.

❑ Know your route and departure time, inform your family and office of these; vary times and routes.

❑ Be observant, know whether you are being surveilled by checking your mirrors, especially near choke points.

❑ If you suspect surveillance, memorize or write down license numbers and descriptions of vehicles and occupants involved. Drive to the nearest "safe haven" (not your residence) and report the incident. Do not confront suspected surveillants.

❑ Avoid poorly lighted streets, narrow alleys, and similar areas that make you vulnerable to an attack. Minimize night travel.

❑ Stay clear of demonstrations, accidents, and civil disturbances; ignore taunts and obscene gestures.

❑ Practice emergency procedures to drive your car out of life-threatening situations. Never stop or exit your car in the face of danger.

❑ Use a tourist passport, if possible.

❑ Keep DoD or other U.S. Government IDs and papers in your luggage.

❑ Leave non-essential identification (building passes, extra credit cards) at home.

❑ Minimize carry-on baggage.

❑ If you must carry classified documents, hand-carry them in a locked unmarked container.

❑ Steer clear of loud conversations and confrontations.

❑ Do not discuss your official travel with anyone.

❑ Carry a family picture in your wallet; it tells all who see it that you are "a family person."

Precautions when walking/jogging

❑ Walk only on well-lighted, heavily traveled streets whenever possible.

❑ Avoid shortcuts through alleys.

❑ If you are threatened by the occupants of a car, move in the direction opposite to that in which the car is traveling, and seek help.

❑ If approached by a suspicious-looking person on foot, cross the street or change direction.

Taxis

❑ Try to become familiar with your surroundings before using taxis.

❑ Pick your own cab if possible. Avoid cabs that pull out of the middle of a line just for you.

❑ Vary where you await taxis. Try to wait indoors.

❑ Vary the cabs and taxi companies

used. Compare your driver's appearance with the license posted in the cab.

❑ Learn or carry local phrases that will direct your driver to the U.S. Embassy, a military base, police station, or other "safe haven" (not your residence) if you suspect you are being followed.

❑ If the driver behaves suspiciously or appears hostile, pay the bill and get out immediately.

❑ Avoid traveling alone; do not discuss private or official matters in a taxi.

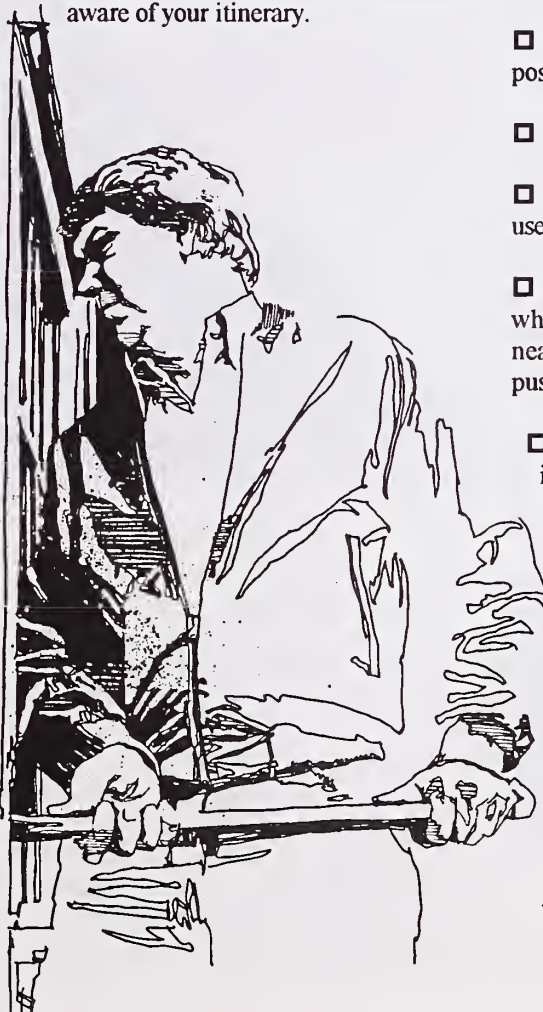
Buses, trains and depots

❑ Follow airport security rules.

❑ Stay in well-lighted, crowded areas of the station, but guard against pickpockets.

❑ Know how to use foreign pay phones.

❑ Keep family and trusted associates aware of your itinerary.



❑ Stay clear of "abandoned" luggage; never leave yours unattended.

❑ Do not identify your rank, title, or duty station on your luggage.

❑ Travel with companions; sit in train compartments occupied by several passengers; avoid the extreme front or rear of the bus.

❑ Know local language phrases for summoning help.

Travel accommodations

❑ Avoid lodging in the "night life" section of the city.

❑ Pick a well-lighted hotel; make sure the door lock works and emergency exits are adequate. Carry supplemental locks or "door guards."

❑ Select rooms above the ground floor, and keep doors and windows locked at all times.

❑ Stay in civilian attire as much as possible.

❑ Avoid a set schedule at the hotel.

❑ Note all public entrances to the hotel; use them randomly; avoid dark stairwells.

❑ Use elevators rather than stairwells whenever possible. In elevators, stand near the control panel; if threatened, push the alarm button.

❑ Leave nothing in your room that identifies you as a DoD member; safeguard personal or business items in a sealed envelope in the hotel safe, the U.S. Embassy, or at the office you are visiting.

❑ Do not leave valuables, money, or transportation tickets unattended in your room.

❑ Do not admit strangers; refuse any deliveries that you did not order.

❑ Be suspicious of any objects that were not in your room when you left.

❑ Ask desk clerks and doormen if anyone inquired about you in your absence, but avoid discussing politics or your duties.

❑ Do not be a “noisy” guest.

❑ Know itinerary and whereabouts of family or traveling companions.

Vehicle security

❑ Avoid using a flashy or typically American vehicle which could mark you as an “important foreigner.”

❑ Choose a sedan that blends into local styles and color schemes, preferably with these features:

- Quick-accelerating engine.
- Air conditioning.
- Locking gas cap, trunk, and hood.
- Heavy-duty bumpers and suspension.
- Tamper-resistant interior door locks.
- Power brakes and steering.
- Anti-theft alarm system.
- Seat belts.

❑ Keep the car in good operating order with good tires and plenty of fuel.

❑ Remove stickers that identify you as an American.

❑ Carry an emergency kit (fire extinguisher, simple tools, flashlight, reflectors, blanket, first aid kit) inside the car, not in the trunk.

❑ Vary your residence and office departure times.

❑ Before you touch the car door, examine:
— doors and windows of both the garage and car, for signs of tampering.
— tires, to insure lug nuts are tight, tires are inflated and are not blocked.
— under the hood, in the trunk, in the spare tire well, and under car for foreign objects, loose wires, “new” parts or parts that are free of lubricants when they should be greasy.

❑ If you find anything suspicious, immediately leave the car and call the police.

❑ Report suspected surveillance (i.e., strangers constantly loitering near your car).

❑ Park in a locked garage or other secure area. Alternatively choose a well-lighted parking lot or busy street, and vary parking locations.

❑ Remove items from the vehicle that identify you, where you live, and where you work.

❑ Fully close windows; lock doors, trunk, and hood before you walk away.

❑ When required, give parking attendants only the key(s) they need to move the car; inspect the car carefully when you claim it.

❑ Do not wear military hats in a car; cover military clothing with a civilian garment.

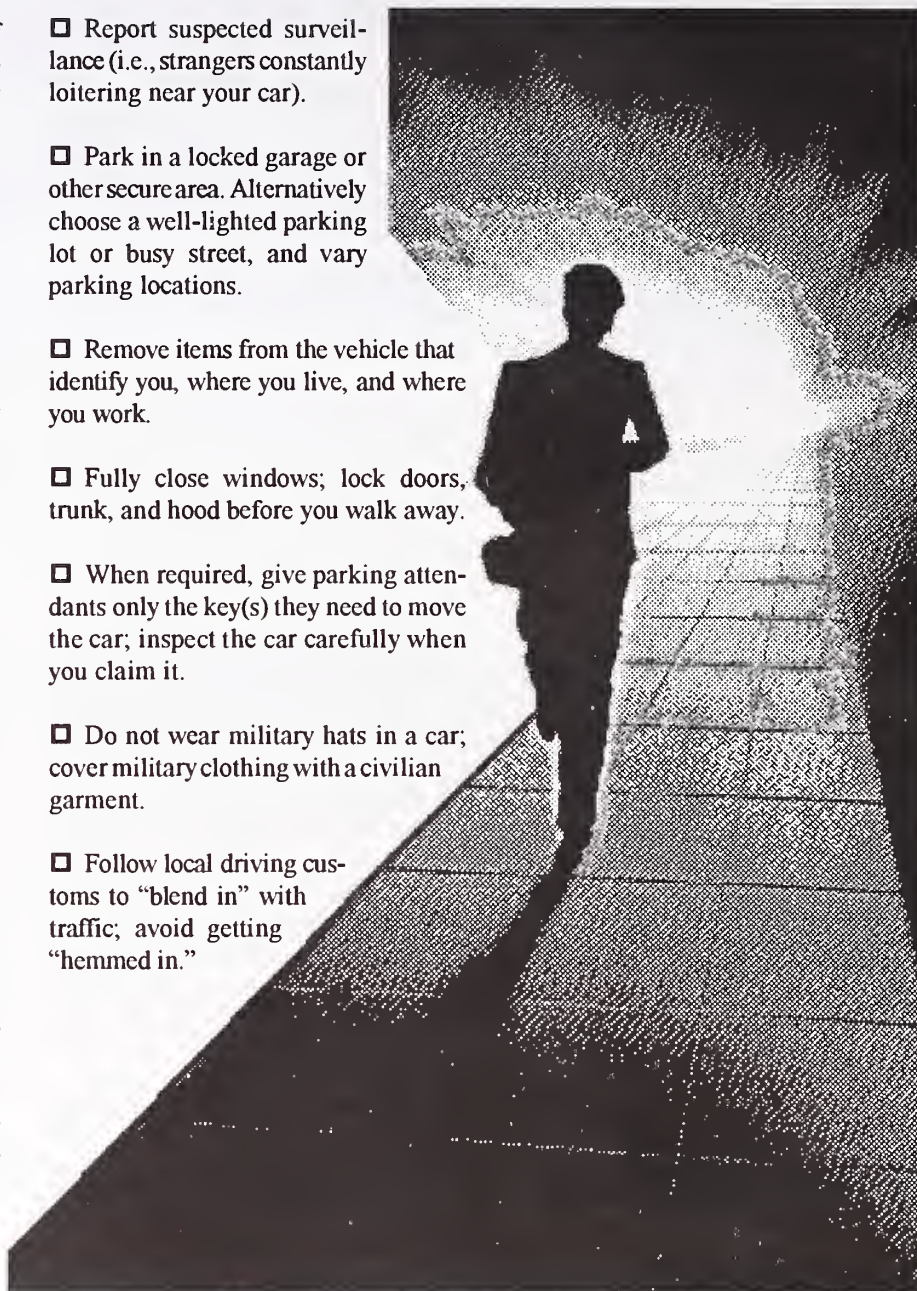
❑ Follow local driving customs to “blend in” with traffic; avoid getting “hemmed in.”

❑ Keep seat belts fastened, doors locked, and windows closed or nearly closed at all times.

❑ Never, under any circumstances, pick up hitchhikers.

❑ Map out and color-code at least two routes to all of your frequent destinations. Make sure you know:

- transit time for each route.
- locations of public telephones, “safe havens,” and hospitals on or near each route.

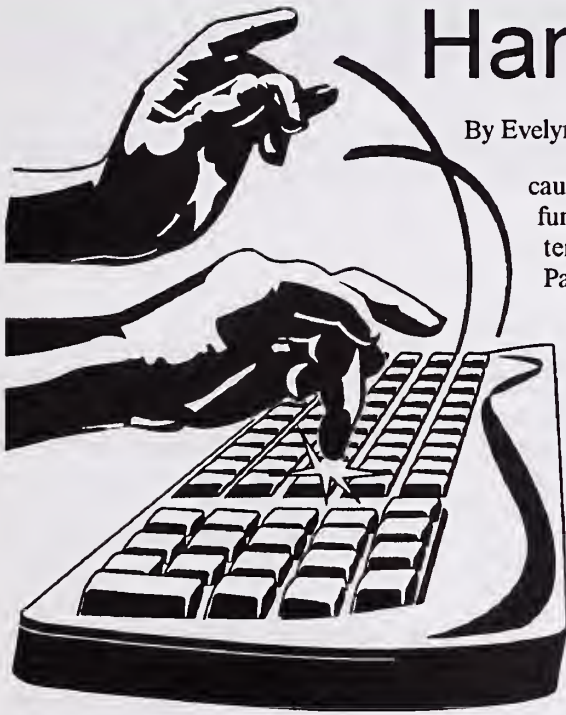


You may feel awkward practicing these techniques, but keep in mind that actions which frustrate individuals who are watching you or which expose their interest in victims usually cause them to select less careful targets. Accordingly, you should practice these personal security measures and make them a part of your daily routine whenever possible. Apply them with common sense. Stay on your toes; keep a low profile, and stay safe. ✎

Submitted by INSCOM Deputy Chief of Staff, Security.

Hand-Wrist Injuries

By Evelyn D. Harris



Keyboard athletes have to warm up to avoid injuries. Failure to do so may sideline them for a long time.

"Most runners wouldn't dream of beginning their runs without stretching or without wearing the right shoes," said Navy Dr. (Lt. Cdr.) Michael Baxley. "Yet the same people may not know that warming up and correct technique can help prevent repetitive stress injuries."

Baxley heads the Occupational Health Department's Medicine Division at the Navy Environmental Health Center in Norfolk, Va. He advises other doctors on treating and preventing occupational injuries.

Next to back injuries, repetitive stress injuries (also called cumulative trauma disorder) strike more DoD workers than any other occupational injury. Carpal tunnel syndrome is the most common of these disorders. Researchers believe it is caused by doing the same hand motion over and over again.

The carpal tunnel is a bony cavity in the wrist through which the nerves and tendons extend to the hand. Repeating the same wrist and hand motions every day can cause the tendons to swell and press on the hand's main nerve.

This persistent pressure on the nerve

causes pain, numbness and dysfunction in the hand and may extend up to the forearm and elbow. Pain is usually a sign that full-blown carpal tunnel syndrome has not yet set in, said Baxley.

"With carpal tunnel syndrome, the hand will feel numb or tingly, and coordination may be impaired," he said. "But pain could be a sign that the hand is being injured and is a cue to take preventive measures."

Preventive measures include warm-up exercises before starting jobs requiring repetitive hand motions.

Baxley recommended:

- Massage the inside and outside of the hand with the thumb and fingers.
- Make a fist, then extend fingers as far as possible. Repeat five to ten times until hands feel relaxed.
- Make a fist and rotate the entire hand from the wrist in one direction. Repeat five to ten times. Switch directions and repeat.

When doing repetitive tasks, try to keep the hands and wrists in neutral positions. For typing, that means forming a right angle at the elbow and keeping the lower arm straight — bending the wrist causes strain, said Baxley.

"If your office has provided an ergonomic chair, adjust it so you can type in the neutral position. Wrist pads are also helpful," said Baxley. "I notice that I can type for several hours at the keyboard in my office without pain, because I have a wrist pad. At home, where I don't have one, my wrists and hands get tired faster."

He also suggested redesigning tasks to avoid injury. If employees have long-term repetitive tasks to perform, they should think of ways to limit unnatural motions. Many installations have occupational health clinics. Baxley said specialists there can be helpful.

Workers who are responsible for a variety of tasks might plan their week's work to avoid long stretches at one task, he suggested. "If you have to type a long report, spread the work out so you aren't stuck with eight hours of typing on the due date."

Using the correct technique may have an initial downside, warned the doctor.

"Whenever you use muscles you haven't used for a while, you'll have pain," he said. "My hand hurt for a while when I first used a wrist pad, even though it's good for me. If someone has been used to slouching, his back is going to hurt at first when he gets the right kind of chair that forces him to sit correctly. It's when the pain persists and is repetitive that you really have to worry."

Treatment for repetitive stress injuries varies with severity, but Baxley initially prefers a conservative approach. This means rest, wearing a splint to keep the hand in a neutral position and taking anti-inflammatory drugs such as aspirin.

Treatment also includes looking at all activities on and off the job for clues to necessary changes in how tasks are done. Some off-the-job activities may aggravate the condition — playing video games, for example. Severe carpal tunnel syndrome requires surgery.

"But surgery is a last resort to be used only when people meet strict diagnostic criteria," he stressed. "I'm concerned that some people may be getting unnecessary surgery. I try to avoid it whenever possible." ❖

This article was taken from "Interface," magazine of the U.S. Army Information Systems Engineering Command, Fort Huachuca, Ariz. Evelyn D. Harris is a writer with the American Forces Service, Alexandria, Va.

First Step to Civil Service is SF-171

By Rachel H. Granger

Soldiers separating from the Army might have thought the paperwork was over, but for those looking into Civil Service, there's at least one more form to fill out.

One of the more challenging forms is the Standard Form 171, the application necessary for all federal employment. "When you fill it out correctly, it can assist you in filling out other applications . . . even completing your resume," said Emily Hvizdos, director of the Army Community Service Employment Information Center.

"The first page tells you everything," said Dawn Kilmon, an ACS employment assistance specialist, "from explaining veterans' preference to telling you what additional information can be attached to the form. A big mistake many people make is not reading the first page."

The most difficult of the 49 questions on the SF-171 are probably those covering the work experience section—all jobs held over the last 10 years. "For each job you have to think of everything you did from the moment you arrived at work until you left," Kilmon said.

"This section may require several revisions to get it to look and sound the way you want. Use action verbs when describing work experience," Kilmon said. "I recommend not using 'I' or passive forms of verbs. Action words sound better and give the reader a better idea of what you did. This part is the applicant's chance to sell himself."

"Do not include acronyms or abbreviations unless you are certain

the reader will understand them," Hvizdos added.

Another place on the SF-171 where applicants can "sell themselves" is the special skills, accomplishments and awards section. "For instance, here is where you would put phrases such as 'increased sales by 25 percent.' You might also put that you were an officer in a club. You may indicate you were 'President of the Officers' Wives' Club,' but you wouldn't include that organization if you didn't hold a position," Kilmon explained. This is also the section to include skills you possess that may not have been included in the job description. "You can gain skills from hobbies like photography, sewing, ceramics or auto repair," Hvizdos said. "Hit the reader with your latest and best

qualifications right away," she added. "Many readers won't take the time to dredge up what they need from a poorly written SF-171."

To prepare the SF-171, Kilmon suggested completing it in a distraction-free environment. "You may have to redo it a few times, but once you have it done it will only have to be updated with every new job," she said.

Although not required, Kilmon recommended typing the SF-171. "I really want to say typing is a must. Competition is tough, so you have to make a good impression. A typed application has a better chance than a written one," she said.

Job hunters should track their applications within the federal system. "I keep a log book of all the jobs I apply for. That way I can call to see what the status is when I haven't heard from them," Kilmon said.

Also, job hunters who mail their applications may want to enclose a postcard asking the personnel office to sign, date and return the card when the SF-171 arrives. This is a receipt in case the SF-171 is lost, Hvizdos said.

Family members seeking employment overseas, as well as soldiers who are returning to the States, are encouraged to contact an Army Community Service Employment Information Services Office for assistance in completing the SF-171. ❀

— ARNEWS. Rachel H. Granger is a former staff writer for the "Crusader" in Schweinfurt, Germany.

Pamphlet Offers Tips For Those Seeking Federal Jobs

If you're a soldier due to leave active service, you have some help available if you're interested in pursuing a federal civilian career.

Army personnel officials say that various organizations, programs and materials are at your disposal. Among them is a new pamphlet, *Transitioning Out: The Search for Federal Employment*.

The informative guide walks you through the federal employment system. It dismisses the idea that there are secrets or shortcuts to getting a federal job, but stresses the need to learn the system and work within it.

Before tackling the system, you should do your homework, the pamphlet says. An effective job search requires you to know what you're after — type of job, location, salary. When deciding, you must keep two points in mind: your qualifications and the availability of jobs in your area.

The pamphlet identifies another tool in the Army to help focus your job search—a new form that helps you link military experience and training to civilian terms. It's called DD Form 2586, Verification of Military Experience and Training.

Also identified are certain databases aimed at helping you

explore such things as job possibilities by region, type of job and grade/salary range.

Many of these aids are available through the Army Career and Alumni Program. As a special, total-service effort within the Army, ACAP offers a complete package of assistance to ease your transition.

More homework comes with preparing the federal application, Standard Form 171, and other forms. The pamphlet shares helpful hints and tells about free workshops to get personalized assistance with the forms.

It states that your "171" serves as the sole source in determining your

qualifications for the job, and that the application may be the deciding factor in getting the job.

Once completed, where and when do you submit the form? That may vary, depending on what position you're seeking, where you're applying, your military background, and your eligibility for any special hiring authorities. The pamphlet reviews such variables but suggests, for more help, that you contact the local personnel office.

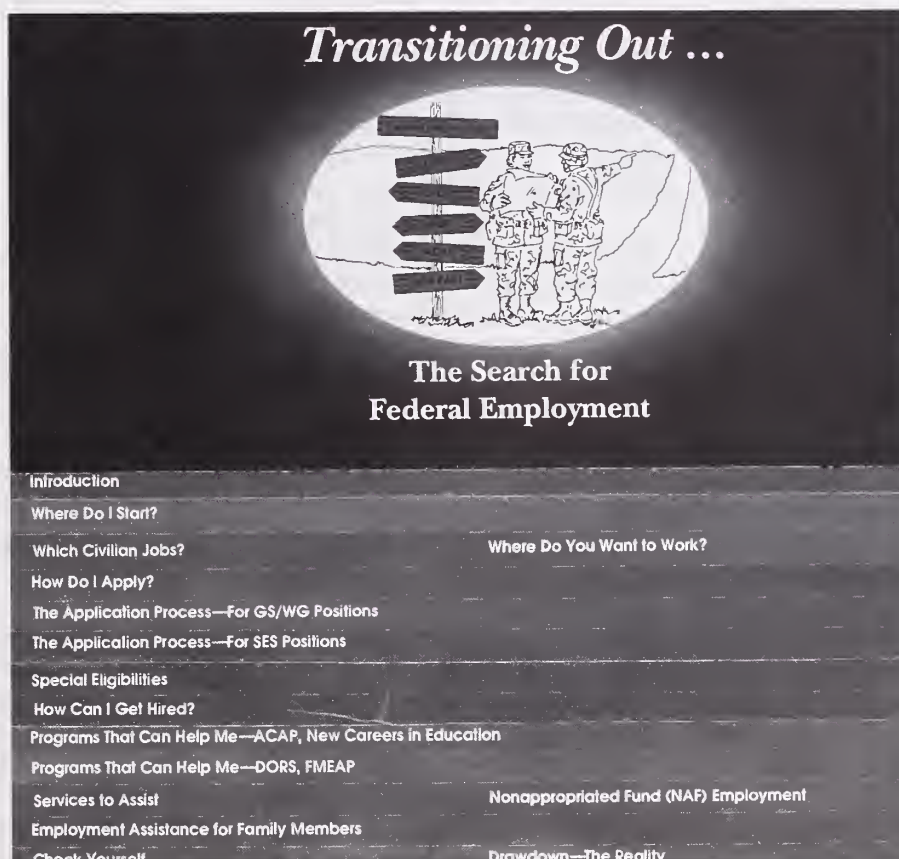
Information in the pamphlet is laid out in an easy-to-read tabbed format, keyed to such topics as where to start, which civilian jobs to choose and how to apply. A checklist sums up the key steps

in a job search and helps you plan your scheduling.

Personnel officials stress that being successful requires an active role throughout the process. Looking for a job is a full-time job in itself. In today's world, if you're seeking federal employment, you should start early and get all the help you can.

Free copies of the pamphlet are available at all ACAP centers and Army civilian personnel offices. ✻

—ARNEWS



Total Army Newsline...

News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna Walthall

Warrant Officer Degree Completion Program

Active-duty warrant officers can now pursue a baccalaureate degree full-time, according to officials at the U.S. Total Army Personnel Command.

Warrant officers in the Associate Degree Completion Program may reapply for the baccalaureate program. Requests must be submitted to the Warrant Officers Division at least 60 days before the DCP completion date. Application must specify the degree to be awarded, courses required and the anticipated degree completion date. Total combined school attendance may not exceed 18 months.

For more information on the DCP, contact your career manager or call Sheryl Carroll, Warrant Officer Division, Professional Development Branch at (703) 325-7843 or DSN 221-7843.

(PERSCOM)

ARA Established to Focus on Reserves

A new organization, the Army Reserve Association, will assist and support DOD's streamlining efforts, while maintaining an effective force.

"The ARA is the first organization that includes Army Reserve military and civilian members of all ranks, and which is solely devoted to Army Reserve issues," said Maj. Gen. James H. Mukoyama, ARA's president and founder.

Membership is open to all Army

Reserve officers, enlisted soldiers and civilians. Associate, retiree and corporate memberships are also available. For more information, write:

Army Reserve Association
35 East Wacker Drive
Suite 2130
Chicago, Ill. 60601

(ARNEWS)

New Dental Program Approved

An improved Dependents' Dental Plan takes effect April 1.

The new DDP will cover everything the current one does — exams, x-rays, cleanings, sealants and fillings. But expanded benefits include root canals, gum treatment, crowns, bridges, dentures, oral surgery and braces.

As with commercially available dental insurance, the new DDP will have annual maximum benefit limits per patient and sponsor co-payments. There will also be a lifetime maximum per patient for orthodontic care.

All continental U.S. assigned (including the U.S. Virgin Islands, Guam and Puerto Rico) servicemembers who have family members and who have 24 months remaining in service will be automatically enrolled in the new DDP.

The minimum enrollment period is 24 months, except for current enrollees. All sponsors currently enrolled in the DDP will be automatically enrolled, regardless of their time remaining.

Soldiers not automatically enrolled, but who intend to serve 24 or more months, can enroll at their local personnel center.

A one-time disenrollment period will

begin one month before the new plan's start date, and continue four months after. Servicemembers who want to disenroll will receive a full refund of all premiums deducted, as long as the program has not been used since the implementation date. Use of the DDP during the disenrollment period will constitute acceptance of the plan.

Premiums are \$9.65 for a single family member and \$19.30 for two or more family members. For an implementation date of June 1, deduction will begin in May.

Specific dental benefit coverage levels are available through service personnel activities and health benefit offices at your installation. *(ARNEWS)*

ACAP Reaches Out

The Army Career and Alumni Program is reaching out to remote overseas areas, as well as overcrowded sites, with two new initiatives:

- transition assistance packets for officers who are assigned to remote overseas sites and separating under selective early retirement or reduction-in-force; and

- "surge teams" for installations and sites scheduled for a one-time, intensive drawdown.

Each self-help packet will include reference materials and a video that explains benefits and services available and teaches job-search skills.

The surge teams will deploy to installations and sites that expect heavy transition traffic on a short-term basis, and will supplement the efforts of existing job assistance centers.

For more information, call the ACAP Headquarters at (800) 445-2049, DSN 221-3591. *(PERSCOM)*



Defense Attache System Seeks Qualified NCOs

The Defense Attache System is now recruiting highly motivated and qualified NCOs seeking joint service staff assignments within American Embassies in over 80 countries worldwide. Selected NCOs are given the opportunity to represent the U.S. Army in diplomatic assignments within Europe, North/Central/South America, Africa, the Far East, and the Middle East.

According to SFC John Currier, enlisted assignments coordinator, "No other Army program provides soldiers with the opportunity to live and work in so many different countries. These worldwide diplomatic assignments offer a challenge unlike any other."

NCOs considering attache duty must be cleared for special intelligence, have a GT score of 115 or higher, a CL score of 120 or higher, and a typing score of 40 words per minute or higher. Soldiers must also test 100 or higher on the Defense Language Aptitude Battery (DLAB) or be a skilled linguist. Computer (word processing) skills are helpful as well. All family members must be U.S. citizens and meet the medical standards for the country of assignment.

Prerequisites, application procedures, and countries available within the program can be found in AR 611-60. For additional information, contact SFC Currier at (410) 677-2134/7361, ext 2633; FAX (410) 677-5352 or DSN 923-2134/7361, ext 2633; FAX 923-5352. (USFSC)

West Point Prep Accepts Applications

The U.S. Military Academy Preparatory School is now accepting applications for fall 1993 admission.

USMAPS, located at Fort Monmouth, N.J., prepares students for the rigors of a West Point Military Academy education.

There is no tuition charge for attending USMAPS; pay, meals and living quarters are provided. Students do not incur an additional service obligation by attending.

USMAPS applications must —

- be at least 17, but not yet 21 years old during the year of admission;
- be unmarried and have no legal obligation to support dependents;
- have a good high school academic record; and
- be in good health and physical condition.

Soldiers interested in applying for USMAPS must meet the requirements of a selection board, scheduled to convene in May. More information can be obtained by calling (800) 223-3735, extension 48060 or 48960. (USAREC)

Vehicle Processing Center Opens Near Dallas

Beginning February 1, service members and Defense Department employees have a new choice in vehicle processing centers — Dallas, Texas. Contractor owned and operated, the VPC-Dallas is monitored by the MTMC's 1312th Medium Port Command in Compton, Calif.

Located near the Dallas-Fort Worth International Airport, the facility's operating hours are 8:00 a.m. to 4:30 p.m., Monday through Friday, except federal holidays. No emergency or after-hours service is offered. The phone number is (214) 436-6474; facsimile (214) 436-8662.

Other VPCs around the country are at Long Beach, Compton (both in Los Angeles) and Oakland, Calif.; Seattle, Wash.; Granite City, Ill. (near St. Louis, Mo.); New Orleans, La.; Cape Canaveral, Fla.; North Charleston, S.C.; Norfolk, Va.; Bayonne, N.J.; and Baltimore, Md.

For more information on shipping or receiving your vehicle, contact your local transportation office. (ARNEWS)

AMSC for Grad and Undergrad Credit

The Program on Noncollegiate Sponsored Instruction (PONSI), which is part of the American Council on Education (ACE), has evaluated the Army Management Staff College (AMSC) curriculum and recommends that colleges and universities consider awarding a maximum of 15 semester hours of graduate credit and 12 semester hours of baccalaureate credit for completion of AMSC.

AMSC graduates from Class 91-1 to the present who wish to obtain an official transcript may contact ACE at (202) 939-9430, or write to the:

**American Council on Education
One Dupont Circle NW, Suite 250
Washington, D.C. 20036-1193**

For additional information, call Ms. Jane Turner, Registrar, at (703) 805-4756. (AMSC)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



Copyright 1946 by Bill Mauldin, used with permission.

"Beautiful view! Is there one for the enlisted men?"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, APRIL 1943

1 (A) Commander-in-Chief, U.S. Pacific Fleet and WDC Commanding General issue joint directive for invasion of Attu on 7 May.

5 (T) General Ernest Harmon assumes command of First Armored Division, replacing General Ward.

10 (T) General Alexander's draft plan for final offensive in Tunisia, Operation VULCAN, is officially approved.

11 (NG) Two Allied merchant ships are lost to enemy aircraft that attack Oro Bay in strength.

12 (NG) Japanese make heavy air attack on Port Moresby but do little damage.

14 (NG) Japanese conclude series of heavy air strikes on New Guinea with strong attack on Milne Bay causing little damage.

15 (T) General Bradley assumes command of U.S. II Corps, replacing Lieutenant General George S. Patton Jr., who returns to his previous task of preparing for invasion of Sicily.

18 (S) Admiral Yamamoto is killed when P-38's from Guadalcanal shoot down plane flying him from Rabaul to the Solomons for an inspection visit.

21 (A) Admiral Kinkaid issues Operation Order 1-43, providing overall plan for capture of Attu.

24 (U.S.) Main body of Attu invasion force sails from San Francisco for Cold Harbor, Alaska.

29 (T) General Alexander decides to reinforce British First Army for final push to clear rest of Tunisia.

30 (A) Attu assault convoy arrives at Cold Harbor, where final attack plan is adopted.

Event Locations:

- (A) Aleutian Islands
- (T) Tunisia
- (NG) New Guinea
- (S) Solomon Islands
- (U.S.) United States

Source: *United States Army in World War II, Special Studies, Chronology 1941-1945*, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1960.

Calendar of Events

APRIL 1993

Child Abuse Prevention Month
Month of the Military Child
National Humor Month
Prevention of Animal Cruelty Month
Stress Awareness Month

- 1 April Fools' Day
- 4 Daylight-saving time begins (2 a.m.)
- 6-7 4th Intelligence Law Workshop (INSCOM),
Ft. Belvoir, Va.
- 7 World Health Day
- 15 Federal Income Tax due
- 15-16 Major Leaders Intelligence Conference,
Augsburg, Germany
- 18 Professional Secretaries' Week begins
- 19 Boston Marathon
- 21 Professional Secretaries' Day
- 22 Earth Day
- 23 Army Reserve established (1908)
- 27-29 INSCOM Family Action Plan Seminar,
Ft. Belvoir, Va.

MAY 1993

Asian-Pacific Heritage Month
National Physical Fitness and Sports Month

- 1 Law Day
- 3 Be Kind to Animals Week begins
- 4 Public Service Recognition Week begins
- 7 Military Spouse Day
- 10 Mother's Day
- 10-14 G2/MI Commander's Conference (INSCOM),
Ft. Belvoir, Va.
- 15 Armed Forces Day
- 24 Armed Forces Radio Service (now AFRTS)
established (1942)
- 27 MacArthur Leadership Awards (Pentagon) presented
- 31 Memorial Day observed

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COMMANDER
USA INSCOM
ATTN: IAPAO
FT. BELVOIR, VA. 22060-5370



FLARE

Secretarial Recognition

Dedicated to the secretaries and administrative specialists whose contributions to INSCOM are essential to mission accomplishment. *Mission First, People Always!*



Words may be read straight across, backwards, up, down or diagonally.

CORRESPONDENCE
TELEPHONE LOG
APPOINTMENTS
DRAFT
CLERICAL
STAMPS
STENOGRAPHER
OFFICE SUPPLIES
DICTIONARY
NATIONAL SECRETARY'S
WEEK

MEMORANDUM
COMPUTER TERMINAL
CALENDARS
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REGULATIONS
GRAMMAR

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SCHEDULING
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FOLDER
SECRETARIAL
TIME CARDS
STAPLER
DISKS

Compiled by Major Donna L. Walthall, INSCOM PAO